



## **Menginspirasi Generasi, Menciptakan Peluang**

Inspiring Generations, Creating Opportunities





#### **SANGKALAN DAN BATASAN TANGGUNG JAWAB:**

Laporan ini berisi pernyataan-pernyataan yang dapat dianggap sebagai pandangan masa depan (*forward looking statements*) sehingga hasil-hasil nyata Perseroan, pelaksanaan atau pencapaian-pencapaiannya dapat berbeda dari hasil yang diperoleh melalui pandangan masa depan (*forward looking statements*) yang antara lain merupakan hasil dari perubahan-perubahan ekonomi dan politik baik nasional maupun regional, perubahan nilai tukar valuta asing, perubahan harga dan permintaan dan penawaran pasar komoditas, perubahan kompetisi perusahaan, perubahan undang-undang atau peraturan dan prinsip-prinsip akuntansi, kebijakan-kebijakan dan pedoman-pedoman serta perubahan-perubahan asumsi-asumsi yang digunakan dalam membuat pandangan masa depan (*forward looking statements*).

Dalam laporan ini memuat istilah, "Pupuk Kaltim", "Perseroan" atau "Perusahaan" yang merujuk kepada PT Pupuk Kalimantan Timur. Kata "Kami" juga dipakai sebagai alternatif istilah yang sama, untuk memberikan kemudahan dalam menyebut PT Pupuk Kalimantan Timur.

#### **DISCLAIMER:**

This report contains certain statements that may be considered "forward-looking statements", the Company's actual results, performance or achievements could differ materially from those projected in the forward-looking statements as a result, among other factors, of changes in general, national or regional economic and political conditions, changes in foreign exchange rates, changes in the prices and supply and demand on the commodity markets, changes in the size and nature of the Company's competition, changes in legislation or regulations and accounting principles, policies and guidelines and changes in the assumptions used in making such forward-looking statements.

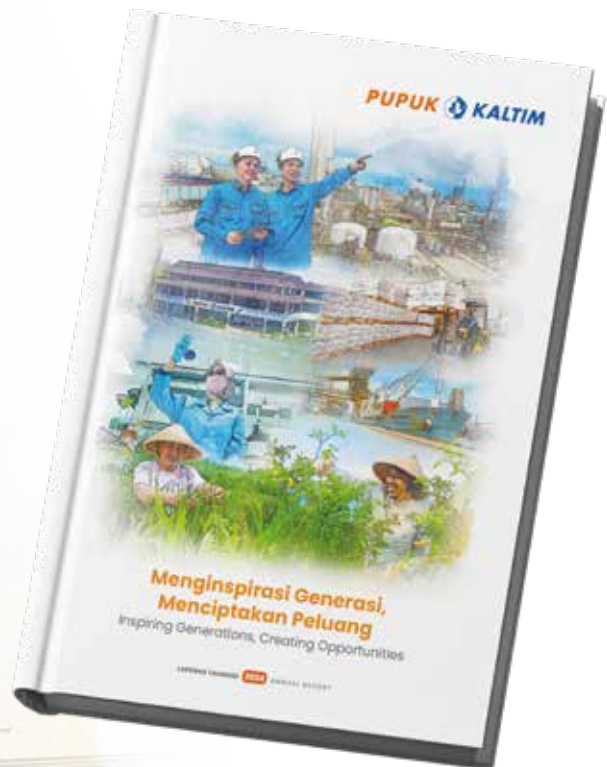
In this report, the terms "Pupuk Kaltim" or "The Company", refer to PT Pupuk Kalimantan Timur. The word "We" is also used interchangeably with these terms for ease of reference to PT Pupuk Kalimantan Timur.





# Penjelasan Tema

Theme Explanation



## Menginspirasi Generasi, Menciptakan Peluang

Inspiring Generations, Creating Opportunities

Tema Laporan Tahunan tahun 2024 PT Pupuk Kalimantan Timur (Pupuk Kaltim) menegaskan peran Perseroan dalam menciptakan pertumbuhan seraya membuka jalan bagi masyarakat dan generasi mendatang agar meraih peluang lebih besar. Sebagai perusahaan milik negara, Pupuk Kaltim berkomitmen menghasilkan produk terbaik untuk menunjang produksi pupuk nasional, dan pada saat bersamaan memotivasi generasi muda agar terus berkontribusi memajukan bangsa dengan karya bermutu dan berdaya saing.

Dengan pendekatan aktif dan dinamis, Pupuk Kaltim senantiasa menghadirkan solusi inovatif serta kreatif di bidang agribisnis dan kimia untuk mewujudkan masa depan pertanian yang berkesinambungan. Komitmen ini turut diperkuat melalui kolaborasi dan sinergi, di mana Pupuk Kaltim selalu menjaga kualitas serta konsisten bertumbuh dan berinovasi sebagai BUMN yang menyokong ekonomi negeri, khususnya dalam memajukan sektor pertanian dan mendukung ketahanan pangan.

Pada akhirnya, inspirasi menjadi landasan utama untuk memotivasi generasi muda agar terus berkreasi dan berkolaborasi, sementara peluang masa depan mendorong kami untuk berinovasi dan berkontribusi secara berkelanjutan demi kemajuan agribisnis serta kesejahteraan bangsa.

The theme of PT Pupuk Kalimantan Timur's (Pupuk Kaltim) 2024 Annual Report highlights the Company's role in creating growth while paving the way for society and future generations to achieve greater opportunities. As a state-owned company, Pupuk Kaltim is committed to producing the best products to support national fertilizer production and, at the same time, motivating the younger generation to keep making meaningful contributions to advancing the nation with quality and competitive work.

With an active and dynamic approach, Pupuk Kaltim consistently offers of innovative and creative solutions in agribusiness and chemistry for a more sustainable agricultural future. We have strengthened this commitment with collaboration and synergy, where Pupuk Kaltim maintains quality and consistently grows and innovates as an SOE that supports the country's economy, especially as we advance the agricultural sector and support food security.

This inspiration forms will lay the key foundation for motivating the younger generation to stay creative and collaborative, while future opportunities will drive us to innovate and contribute sustainably to the advancement of agribusiness and the welfare of the nation.

# Keberlanjutan Tema

Theme Continuity



## 2020

### Menuju Masa Depan Baru

Towards a New Future

Di tengah tantangan COVID-19 yang telah mempengaruhi kondisi Perusahaan secara keseluruhan, Pupuk Kaltim terus menjaga semangat dalam mewujudkan kinerja yang optimal dan tetap memberikan kontribusi terbaik bagi bangsa dan negara, utamanya pemenuhan pupuk dalam negeri guna mendukung ketahanan pangan nasional. Dengan etos kerja yang kuat didukung dengan peralatan produksi berteknologi terkini, Pupuk Kaltim mampu membangun landasan untuk penciptaan masa depan baru Perseroan.

In the midst of the COVID-19 challenges that have affected the overall Company conditions, Pupuk Kaltim continues to maintain its spirit in maintaining optimum performance as well as to continue to provide the best contribution for the nation and the state, particularly in meeting the needs for domestic fertilizers to support national food security. With a strong work ethic and supported by the production equipment with the latest technology, Pupuk Kaltim was able to lay the foundation for the creation of the Company's new future.



## 2021

### Pertumbuhan yang Tangguh dan Stabil

Resilient and Stable Growth

Pupuk Kaltim menutup tahun 2021 dengan berbagai capaian yang membanggakan, yang mencerminkan produktivitas dan kinerja unggul Perusahaan bersama seluruh karyawan bahkan di tengah tantangan pandemi COVID-19 yang masih berlangsung. Dengan ketangguhan yang telah teruji, Pupuk Kaltim melangkah optimis membangun masa depan baru dengan mengantisipasi segala tantangan, menangkap peluang yang ada, dan terus tumbuh berkesinambungan.

Pupuk Kaltim ended 2021 with encouraging achievements, which reflect the excellent productivity and performance of the Company along with all employees, even in the midst of the ongoing challenges of the COVID-19 pandemic. With proven resilience, Pupuk Kaltim is optimistic to build a new future by anticipating all challenges, seizing existing opportunities, and continuing to grow sustainably.







## 2022

### Lompatan menuju Masa Depan

Leap towards the Future

Pupuk Kaltim sebagai industri yang bergerak di bidang strategis, yaitu ekonomi nasional. Walaupun di tengah fluktuasi harga bahan baku yang dinamis, Pupuk Kaltim mampu merespons melalui strategi inovasi teknologi *Smart Production*, optimalisasi infrastruktur, peningkatan kapasitas distribusi, substitusi bahan baku, hingga bersinergi dengan induk perusahaan, PT Pupuk Indonesia (Persero). Upaya strategis Pupuk Kaltim tersebut berhasil menjadikan lompatan dengan pencapaian kinerja yang membanggakan. Berbagai usaha menjaga stabilitas rantai pasok dan optimalisasi produksi, mampu melanjutkan cita-cita Pupuk Kaltim sebagai industri hijau berkelanjutan demi mendukung ketahanan pangan dan kemandirian di sektor pertanian dan perkebunan nasional. *The future is Ours!*

Pupuk Kaltim is a company that operates in the strategic sector, namely the national economy. Even in the midst of dynamic fluctuations in raw material prices, Pupuk Kaltim able to respond through *Smart Production* technology innovation strategies, optimizing infrastructure, increasing distribution capacity, substituting raw materials, and synergizing with the parent company, PT Pupuk Indonesia (Persero). Pupuk Kaltim's strategic efforts succeeded in making a leap with impressive performance achievements. Various efforts to maintain supply chain stability and optimize production may continue Pupuk Kaltim's ideals as sustainable green industry to support food sovereignty in national agricultural and plantation sectors. *The future is Ours!*



## 2023

### Mewujudkan Industri Hijau, Memperkuat Penerapan Keberlanjutan

Realizing Green Industry, Strengthening the Implementation of Sustainability

Sebagai pelaku usaha manufaktur dan produsen pupuk dan bahan kimia, Pupuk Kaltim berupaya memperkuat proses bisnis dan rantai nilai yang berorientasi pada keberlanjutan. Hal ini terlihat dari berbagai investasi yang berfokus pada aset dan pabrik dengan penggunaan sumber daya alam yang efisien. Tak hanya itu, berbagai program deforestasi juga menjadikan Pupuk Kaltim membentuk ekosistem rantai nilai yang berorientasi pada prinsip industri hijau.

As a manufacturer and producer of fertilizer and chemicals, Pupuk Kaltim strives to strengthen business processes and value chains that are oriented towards sustainability. This can be seen from various investments that focus on assets and factories with efficient use of natural resources. Besides, various deforestation programs have also made Pupuk Kaltim to form value chain ecosystem that is oriented towards green industry principles.

# Daftar Isi

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## 07 LAPORAN KEUANGAN Financial Report

# Ikhtisar Kinerja

## Performance Highlights

**Profitabilitas yang stabil menunjukkan keberhasilan Pupuk Kaltim dalam menjaga kelangsungan usahanya.**

Stable profitability shows Pupuk Kaltim's success in maintaining its business continuity.







# Pencapaian Pupuk Kaltim 2024

Achievement of Pupuk Kaltim in 2024



**Volume Produksi Pupuk Urea**  
Urea Fertilizer Production Volume

**3,42** juta ton  
million tons



**Jumlah Penjualan Pupuk Urea**  
Urea Fertilizer Sales Volume

**3,44** juta ton  
million tons



**Volume Produksi Pupuk NPK**  
NPK Fertilizer Production Volume

**289** ribu ton  
thousand tons



**Volume Penjualan Pupuk NPK**  
NPK Fertilizer Sales Volume

**313,6** ribu ton  
thousand tons



**Volume Produksi Amoniak (Netto)**  
Ammonia Production Volume (Net)

**784,3** ribu ton  
thousand tons



**Volume Penjualan Amoniak**  
Ammonia Sales Volume

**766,6** ribu ton  
thousand tons





**Pendapatan**  
Revenue

**Rp24,96**

triliun  
trillion



**Laba Tahun Berjalan**  
Profit for the Year

**Rp4,11**

triliun  
trillion



**EBITDA**  
EBITDA

**Rp6,99**

triliun  
trillion



**Jumlah Aset**  
Total Assets

**Rp38,11**

triliun  
trillion



**Jumlah Ekuitas**  
Total Equities

**Rp33,01**

triliun  
trillion



**Jumlah Liabilitas**  
Total Liabilities

**Rp5,10**

triliun  
trillion

# Ikhtisar Data Keuangan Penting

## Important Financial Data Highlights

### Laba (Rugi) dan Penghasilan Komprehensif Lain Konsolidasian

#### Consolidated Profit (Loss) and Other Comprehensive Income

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

| Keterangan<br>Description                                                                                   | 2024     | 2023     | 2022     | 2021     | 2020     | YoY<br>2023–2024 | CAGR<br>2020–2024 |
|-------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|------------------|-------------------|
|                                                                                                             |          |          |          |          |          | (%)              |                   |
| Pendapatan<br>Revenues                                                                                      |          |          |          |          |          |                  |                   |
| Subsidi<br>Subsidized                                                                                       | 6.755    | 4.669    | 2.999    | 3.303    | 5.225    | 44,68            | 6,63              |
| Non Subsidi<br>Non-Subsidized                                                                               | 18.201   | 18.541   | 33.942   | 22.024   | 13.261   | (1,83)           | 8,24              |
| Jumlah Pendapatan<br>Total Revenues                                                                         | 24.957   | 23.210   | 36.941   | 25.327   | 18.486   | 7,52             | 7,79              |
| Beban Pokok Pendapatan<br>Cost of Revenues                                                                  | (18.519) | (16.105) | (17.106) | (15.579) | (14.417) | 14,99            | 6,46              |
| Laba Bruto<br>Gross Profit                                                                                  | 6.438    | 7.106    | 19.835   | 9.748    | 4.070    | (9,40)           | 12,15             |
| Beban Usaha<br>Operating Expenses                                                                           | (1.574)  | (1.717)  | (1.672)  | (1.477)  | (1.498)  | (8,28)           | 1,26              |
| Laba Usaha<br>Operating Profit                                                                              | 4.863    | 5.389    | 18.163   | 8.271    | 2.572    | (9,76)           | 17,26             |
| Biaya Keuangan<br>Finance Costs                                                                             | (17)     | (42)     | (77)     | (92)     | (181)    | (59,10)          | (44,63)           |
| Pendapatan/(Beban) Lainnya Bersih<br>Other Income/(Expenses) Net                                            | 326      | 425      | 722      | 57       | 8        | (23,25)          | 152,14            |
| Bagian Laba Entitas Asosiasi dan<br>Ventura Bersama<br>Share in Net PProfit Associates and Joint<br>Venture | 108      | 64       | 69       | 50       | 24       | 68,17            | 46,31             |
| Beban Pajak Penghasilan<br>Income Tax Expenses                                                              | (1.166)  | (1.273)  | (4.279)  | (2.118)  | (603)    | (8,36)           | 17,93             |
| Laba Tahun Berjalan<br>Profit for the Year                                                                  | 4.114    | 4.564    | 14.597   | 6.168    | 1.820    | (9,86)           | 22,63             |
| Penghasilan Komprehensif Lain<br>Other Comprehensive Income                                                 | (2)      | 10       | 715      | 60       | (62)     | 116,31)          | (59,71)           |
| Jumlah Penghasilan Komprehensif<br>Tahun Berjalan*)<br>Total Comprehensive Income of the<br>Year*)          | 4.112    | 4.574    | 15.312   | 6.228    | 1.757    | (10,10)          | 23,68             |
| Laba Tahun Berjalan yang Dapat Diatribusikan kepada:<br>Profit of the Year Attributed to:                   |          |          |          |          |          |                  |                   |
| Pemilik Entitas Induk<br>Owner of the Parent Entity                                                         | 4.102    | 4.558    | 14.594   | 6.164    | 1.815    | (10,01)          | 22,61             |
| Kepentingan Non Pengendali<br>Non-Controlling Interest                                                      | 12       | 6        | 4        | 4        | 5        | 94,70            | 25,58             |
| Jumlah<br>Total                                                                                             | 4.114    | 4.564    | 14.597   | 6.168    | 1.820    | (9,88)           | 22,62             |







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

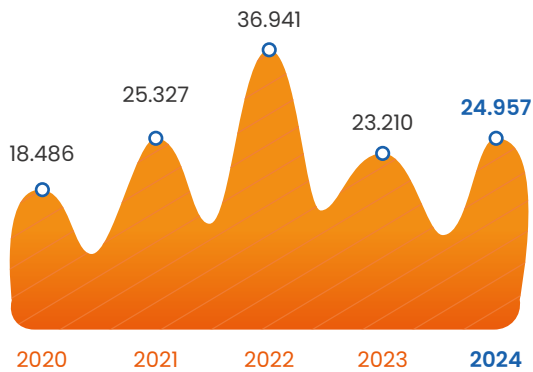
| Keterangan<br>Description                                                                                                                                             | 2024  | 2023  | 2022   | 2021  | 2020  | YoY<br>2023–2024 | CAGR<br>2020–2024 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-------|--------|-------|-------|------------------|-------------------|
|                                                                                                                                                                       |       |       |        |       |       | (%)              |                   |
| Jumlah Penghasilan Komprehensif Tahun Berjalan yang Dapat Diatribusikan kepada: <sup>1)</sup><br>Total Comprehensive Income for the Year Attributed to: <sup>1)</sup> |       |       |        |       |       |                  |                   |
| Pemilik Entitas Induk<br>Owner of the Parent Entity                                                                                                                   | 4.101 | 4.568 | 15.309 | 6.224 | 1.753 | (10,24)          | 23,67             |
| Kepentingan Non Pengendali<br>Non–Controlling Interest                                                                                                                | 11    | 6     | 4      | 4     | 5     | 90,64            | 24,92             |
| Jumlah<br>Total                                                                                                                                                       | 4.112 | 4.574 | 15.312 | 6.228 | 1.757 | (10,11)          | 23,68             |
| Laba sebelum Bunga, Pajak, Depresiasi,<br>dan Amortisasi (EBITDA)<br>Interest, Income Tax, Depreciation, and<br>Amortization (EBITDA)                                 | 6.988 | 7.432 | 20.323 | 9.677 | 3.763 | (5,97)           | 16,74             |
| Laba sebelum Pajak Penghasilan<br>Profit before Income Tax                                                                                                            | 5.280 | 5.837 | 18.876 | 8.286 | 2.423 | (9,55)           | 21,50             |
| Laba sebelum Bunga dan Pajak (EBIT)<br>Profit before Interest and Tax (EBIT)                                                                                          | 5.297 | 5.879 | 18.953 | 8.378 | 2.604 | (9,90)           | 19,43             |
| Dividen<br>Dividend                                                                                                                                                   | 1.305 | 8.750 | 6.623  | 3.400 | 774   | (85,09)          | 13,94             |
| Dividen per Saham<br>(Rupiah penuh per lembar)<br>Dividend per Share<br>(full Rupiah per share)                                                                       | 74    | 497   | 376    | 193   | 44    | (85,12)          | 13,88             |
| Laba Bersih per Saham Dasar<br>(Rupiah penuh per lembar)<br>Net Earnings per Share<br>(full Rupiah per share)                                                         | 233   | 259   | 829    | 829   | 103   | (10,16)          | 22,64             |

<sup>1)</sup> Tahun 2022 termasuk penghasilan komprehensif atas revaluasi aset tanah sebesar Rp740,17 miliar.  
In 2022, including comprehensive income from the revaluation of land assets of Rp740.17 billion.



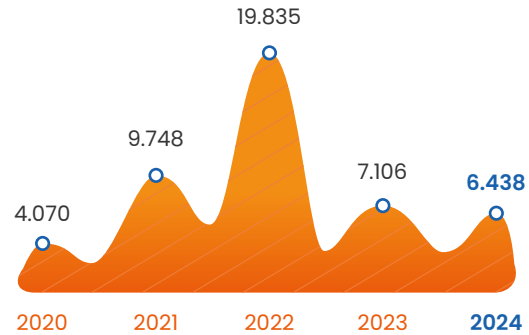
## Pendapatan Revenues

Rp miliar | Rp billion



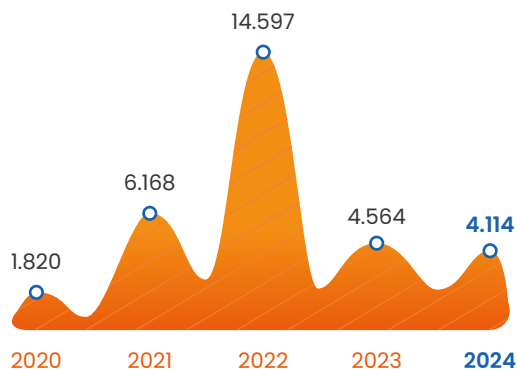
## Laba Bruto Gross Profit

Rp miliar | Rp billion



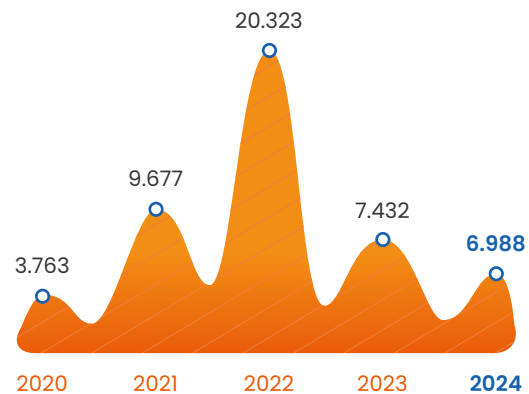
## Laba Tahun Berjalan Profit for the Year

Rp miliar | Rp billion



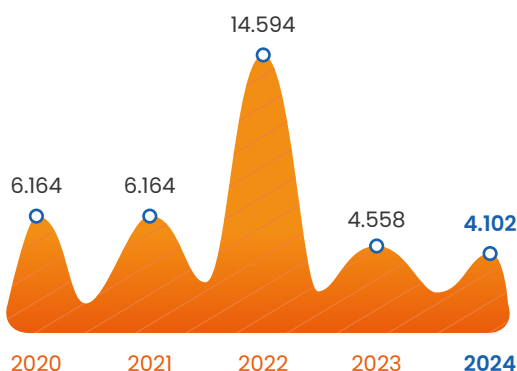
## EBITDA EBITDA

Rp miliar | Rp billion



## Laba Tahun Berjalan yang Dapat Diatribusikan kepada Pemilik Entitas Induk Profit for the Year Attributable to Owners of the Parent Entity

Rp miliar | Rp billion





## Posisi Keuangan Konsolidasian

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

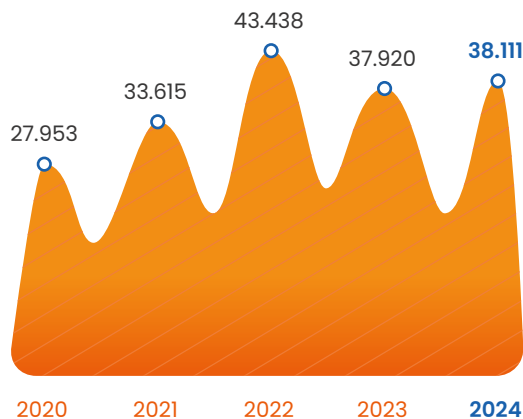
| Keterangan<br>Description                                                                          | 2024   | 2023   | 2022   | 2021   | 2020   | YoY<br>2023–2024 | CAGR<br>2020–2024 |
|----------------------------------------------------------------------------------------------------|--------|--------|--------|--------|--------|------------------|-------------------|
|                                                                                                    |        |        |        |        |        | (%)              |                   |
| ASET<br>ASSETS                                                                                     |        |        |        |        |        |                  |                   |
| Aset Lancar<br>Current Asset                                                                       |        |        |        |        |        |                  |                   |
| Kas dan Setara Kas<br>Cash and Cash Equivalent                                                     | 3.025  | 3.152  | 13.992 | 6.504  | 2.515  | (4,04)           | 4,73              |
| Persediaan<br>Inventories                                                                          | 3.815  | 5.188  | 4.633  | 3.083  | 2.269  | (26,46)          | 13,88             |
| Aset Lancar Lainnya<br>Other Current Assets                                                        | 6.973  | 6.447  | 2.444  | 2.298  | 1.599  | 8,15             | 44,51             |
| Jumlah Aset Lancar<br>Total Current Assets                                                         | 13.812 | 14.787 | 21.069 | 11.885 | 6.382  | (6,59)           | 21,29             |
| Aset Tidak Lancar<br>Non-current Asset                                                             |        |        |        |        |        |                  |                   |
| Investasi pada Entitas Asosiasi dan Ventura Bersama<br>Investment in Associates and Joint Ventures | 747    | 676    | 617    | 525    | 411    | 10,57            | 16,14             |
| Aset Tetap<br>Fixed Assets                                                                         | 23.030 | 21.876 | 21.237 | 20.581 | 20.714 | 5,28             | 2,69              |
| Aset Tidak Lancar Lainnya<br>Other Non-current Assets                                              | 521    | 581    | 515    | 624    | 445    | (10,33)          | 3,98              |
| Jumlah Aset Tidak Lancar<br>Total Non-current Assets                                               | 24.298 | 23.133 | 22.370 | 21.730 | 21.571 | 5,04             | 3,02              |
| Jumlah Aset<br>Total Assets                                                                        | 38.111 | 37.920 | 43.438 | 33.615 | 27.953 | 0,50             | 8,06              |
| LIABILITAS DAN EKUITAS<br>LIABILITIES AND EQUITY                                                   |        |        |        |        |        |                  |                   |
| Liabilitas<br>Liabilities                                                                          |        |        |        |        |        |                  |                   |
| Liabilitas Jangka Pendek<br>Current Liabilities                                                    | 4.576  | 7.239  | 8.609  | 7.276  | 3.202  | (36,79)          | 9,34              |
| Liabilitas Jangka Panjang<br>Non-current Liabilities                                               | 528    | 479    | 451    | 649    | 1.877  | 10,25            | (27,17)           |
| Jumlah Liabilitas<br>Total Liabilities                                                             | 5.104  | 7.718  | 9.060  | 7.924  | 5.079  | (33,87)          | 0,13              |

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

| Keterangan<br>Description                                       | 2024   | 2023   | 2022   | 2021   | 2020   | YoY<br>2023–2024 | CAGR<br>2020–2024 |
|-----------------------------------------------------------------|--------|--------|--------|--------|--------|------------------|-------------------|
|                                                                 |        |        |        |        |        | (%)              |                   |
| Ekuitas<br>Equity                                               |        |        |        |        |        |                  |                   |
| Modal Saham<br>Share Capital                                    | 8.800  | 8.800  | 8.800  | 8.800  | 8.800  | -                | -                 |
| Penghasilan Komprehensif Lainnya<br>Other Comprehensive Incomes | 9.715  | 9.716  | 9.706  | 8.991  | 8.887  | (0,01)           | 2,25              |
| Ekuitas Lainnya<br>Other Equity                                 | (27)   | (27)   | (27)   | (27)   | (16)   | -                | 14,21             |
| Saldo Laba<br>Retained Earnings                                 | 14.482 | 11.685 | 15.877 | 7.906  | 5.186  | 23,94            | 29,27             |
| Kepentingan Non Pengendali<br>Non-controlling Interest          | 37     | 28     | 23     | 21     | 17     | 32,82            | 21,17             |
| Jumlah Ekuitas<br>Total Equity                                  | 33.007 | 30.202 | 34.379 | 25.691 | 22.874 | 9,29             | 9,60              |
| Jumlah Liabilitas dan Ekuitas<br>Total Liabilities and Equity   | 38.111 | 37.920 | 43.438 | 33.615 | 27.953 | 0,50             | 8,06              |

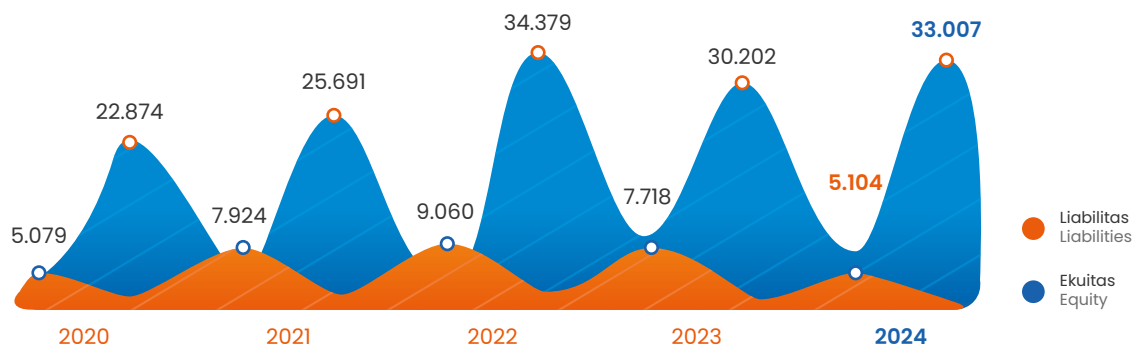
## Jumlah Aset Total Assets

Rp miliar | Rp billion



## Jumlah Liabilitas dan Jumlah Ekuitas Total Liabilities and Total Equity

Rp miliar | Rp billion





## Arus Kas Konsolidasian

### Consolidated Cash Flow

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

| Keterangan<br>Description                                                                                   | 2024    | 2023     | 2022    | 2021    | 2020    | YoY<br>2023–2024 | CAGR<br>2020–2024 |
|-------------------------------------------------------------------------------------------------------------|---------|----------|---------|---------|---------|------------------|-------------------|
|                                                                                                             |         |          |         |         |         | (%)              |                   |
| Arus Kas dari Aktivitas Operasi<br>Cash Flow from Operating Activities                                      | 6.862   | 2.475    | 17.322  | 7.642   | 4.833   | 177,28           | 9,16              |
| Arus Kas dari Aktivitas Investasi<br>Cash Flow from Investing Activities                                    | (4.185) | (5.790)  | (1.622) | (1.102) | (1.052) | (27,71)          | 41,24             |
| Arus Kas dari Aktivitas Pendanaan<br>Cash Flow from Financing Activities                                    | (2.824) | (7.226)  | (9.045) | (2.532) | (2.919) | (60,92)          | (0,83)            |
| Kenaikan/(Penurunan) Bersih Kas dan<br>Setara Kas<br>Net Increase/(Decrease) in Cash and<br>Cash Equivalent | (147)   | (10.541) | 6.655   | 4.008   | 862     | (98,61)          | (35,75)           |
| Kas dan Setara Kas Awal Tahun<br>Cash and Cash Equivalent at the<br>Beginning of the Year                   | 3.152   | 13.992   | 6.504   | 2.515   | 1.653   | (77,47)          | 17,51             |
| Pengaruh Perubahan Kurs Mata Uang<br>Asing<br>Effect of Foreign Exchange Rates<br>Changes                   | 20      | (299)    | 833     | (19)    | (0)     | (106,55)         | -                 |
| Kas dan Setara Kas Akhir Tahun<br>Cash and Cash Equivalent at the End of<br>the Year                        | 3.025   | 3.152    | 13.992  | 6.504   | 2.515   | (4,04)           | 4,73              |



## Rasio-Rasio Keuangan Konsolidasian

### Consolidated Financial Ratios

dalam %, kecuali dinyatakan lain | in %, unless stated otherwise

| Keterangan<br>Description                                                      | 2024   | 2023   | 2022   | 2021   | 2020   | Kenaikan/<br>(Penurunan)<br>Increase/(Decrease)<br>2023-2024 |
|--------------------------------------------------------------------------------|--------|--------|--------|--------|--------|--------------------------------------------------------------|
| <b>Rasio Likuiditas</b><br>Liquidity Ratio                                     |        |        |        |        |        |                                                              |
| Rasio Kas<br>Cash Ratio                                                        | 165,60 | 92,92  | 162,52 | 89,39  | 78,54  | 78,21                                                        |
| Rasio Cepat<br>Acid-test Ratio                                                 | 218,47 | 132,60 | 190,91 | 120,98 | 128,48 | 64,76                                                        |
| Rasio Lancar<br>Current Ratio                                                  | 301,84 | 204,26 | 244,73 | 163,35 | 199,34 | 47,77                                                        |
| <b>Rasio Profitabilitas</b><br>Profitability Ratio                             |        |        |        |        |        |                                                              |
| Margin Operasi<br>Operating Margin                                             | 19,49  | 23,22  | 49,17  | 32,66  | 13,91  | (16,08)                                                      |
| Margin EBITDA<br>EBITDA Margin                                                 | 28,00  | 32,02  | 55,01  | 38,21  | 20,32  | (12,55)                                                      |
| Margin Laba Kotor<br>Gross Profit Margin                                       | 25,79  | 30,61  | 53,69  | 38,49  | 22,01  | (15,74)                                                      |
| Margin Laba Bersih<br>Net Profit Margin                                        | 16,48  | 19,67  | 39,52  | 24,35  | 9,84   | (16,18)                                                      |
| Laba terhadap Aset<br>Return on Asset                                          | 10,79  | 12,04  | 33,60  | 18,35  | 6,51   | (10,33)                                                      |
| Laba terhadap Ekuitas<br>Return on Equity                                      | 12,46  | 15,11  | 42,46  | 24,01  | 7,96   | (17,54)                                                      |
| Laba terhadap Pendapatan<br>Gross Profit Margin                                | 21,16  | 25,15  | 51,10  | 32,72  | 13,11  | (15,88)                                                      |
| <b>Rasio Solvabilitas</b><br>Solvability Ratio                                 |        |        |        |        |        |                                                              |
| Rasio Pinjaman terhadap Ekuitas<br>Debt to Equity Ratio                        | 0,48   | 5,29   | 0,02   | 3,87   | 6,53   | (90,94)                                                      |
| Rasio Pinjaman terhadap Aset<br>Debt to Asset Ratio                            | 0,41   | 4,21   | 0,02   | 2,95   | 5,34   | (90,15)                                                      |
| <b>Rasio Aktivitas</b><br>Activity Ratio                                       |        |        |        |        |        |                                                              |
| Periode Penagihan Subsidi (hari)<br>Subsidized Collection Period (days)        | 43,04  | 86,99  | 91,23  | 63,49  | 75,19  | (50,53)                                                      |
| Periode Penagihan Non Subsidi (hari)<br>Non-subsidized Collection Ratio (days) | 18,89  | 21,06  | 14,92  | 21,98  | 25,04  | (10,32)                                                      |
| Perputaran Piutang Usaha (kali)<br>Total Account Receivables Turnover (times)  | 23,90  | 20,07  | 25,66  | 17,94  | 17,86  | 19,04                                                        |
| Perputaran Persediaan (hari)<br>Inventory Turnover (days)                      | 88,72  | 111,30 | 82,33  | 62,69  | 66,13  | (20,28)                                                      |
| Average Collection Period (hari)<br>Average Collection Period (days)           | 15,27  | 18,18  | 14,22  | 20,35  | 20,43  | (16,00)                                                      |





## Pendapatan Konsolidasian berdasarkan Segmen

### Consolidated Revenue by Segment

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

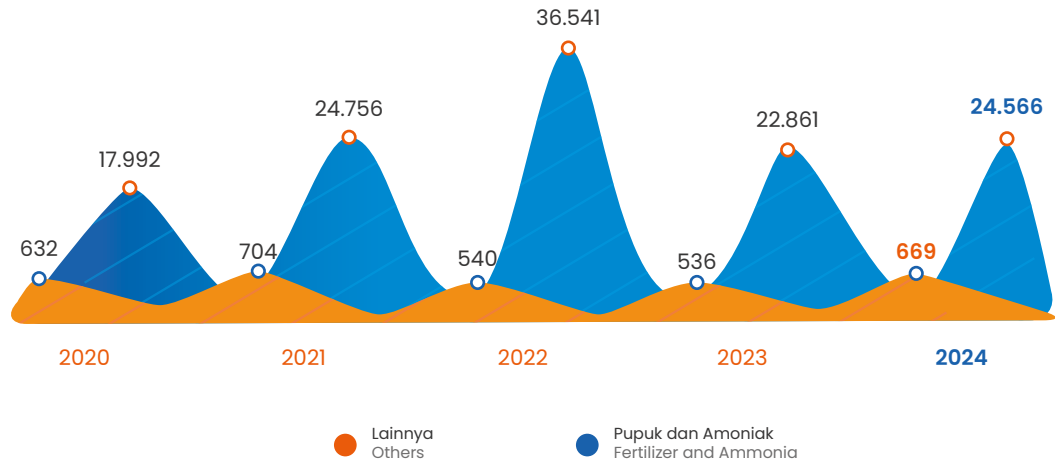
| Keterangan<br>Description                            | 2024          | 2023          | 2022          | 2021          | 2020          | YoY<br>2023–2024 | CAGR<br>2020–2024 |
|------------------------------------------------------|---------------|---------------|---------------|---------------|---------------|------------------|-------------------|
|                                                      |               |               |               |               |               | (%)              |                   |
| Pupuk dan Amoniak<br>Fertilizer and Ammonia          | 24.566        | 22.861        | 36.541        | 24.756        | 17.992        | 7,46             | 8,10              |
| Lainnya<br>Others                                    | 669           | 536           | 540           | 704           | 632           | 24,86            | 1,45              |
| Eliminasi <sup>*)</sup><br>Elimination <sup>*)</sup> | (278)         | (186)         | (140)         | (134)         | (138)         | 49,41            | 19,25             |
| <b>Jumlah<br/>Total</b>                              | <b>24.957</b> | <b>23.210</b> | <b>36.941</b> | <b>25.327</b> | <b>18.486</b> | <b>7,52</b>      | <b>7,79</b>       |

<sup>\*)</sup> Eliminasi adalah proses penghapusan saldo akun timbal balik antara Perusahaan selaku induk dan entitas anak dalam laporan keuangan konsolidasian.  
Elimination is the process of eliminating reciprocal account balances between the Company as the parent and its subsidiaries in the consolidated financial statements.

## Pendapatan Konsolidasian berdasarkan Segmen

### Consolidated Revenue by Segment

Rp miliar | Rp billion







## Volume Produksi dan Volume Penjualan

### Production Volume and Sales Volume

dalam ton, kecuali dinyatakan lain | in tons, unless stated otherwise

| Keterangan<br>Description                       | 2024      | 2023      | 2022      | 2021      | 2020      | YoY<br>2023–2024 | CAGR<br>2020–2024 |
|-------------------------------------------------|-----------|-----------|-----------|-----------|-----------|------------------|-------------------|
|                                                 |           |           |           |           |           | (%)              |                   |
| PUPUK UREA<br>UREA FERTILIZER                   |           |           |           |           |           |                  |                   |
| Produksi<br>Production                          |           |           |           |           |           |                  |                   |
| Pabrik 2<br>Plant 2                             | 666.866   | 568.933   | 665.703   | 713.717   | 675.818   | 17,21            | (0,33)            |
| Pabrik 3<br>Plant 3                             | 593.863   | 497.135   | 609.006   | 585.313   | 607.404   | 19,46            | (0,56)            |
| Pabrik 4<br>Plant 4                             | 533.240   | 591.417   | 621.983   | 569.632   | 631.737   | (9,84)           | (4,15)            |
| Pabrik 5<br>Plant 5                             | 1.047.891 | 1.099.216 | 549.466   | 1.090.750 | 1.216.326 | (4,67)           | (3,66)            |
| Pabrik 1A<br>Plant 1A                           | 574.322   | 517.959   | 591.768   | 605.849   | 550.613   | 10,88            | 1,06              |
| Jumlah<br>Total                                 | 3.416.182 | 3.274.660 | 3.037.925 | 3.565.261 | 3.681.898 | 4,32             | (1,86)            |
| Penjualan<br>Sales                              |           |           |           |           |           |                  |                   |
| Domestik-Subsidi<br>Domestic-Subsidized         | 809.621   | 737.204   | 639.978   | 697.153   | 1.052.661 | 9,82             | (6,35)            |
| Domestik-Non Subsidi<br>Domestic-Non-subsidized | 1.557.489 | 1.209.466 | 1.073.325 | 1.234.202 | 928.621   | 28,77            | 13,80             |
| Ekspor<br>Export                                | 1.067.455 | 1.035.229 | 1.274.651 | 1.563.212 | 1.815.861 | 3,11             | (12,44)           |
| Jumlah<br>Total                                 | 3.434.564 | 2.981.900 | 2.987.955 | 3.494.567 | 3.797.143 | 15,18            | (2,48)            |
| PUPUK NPK<br>NPK FERTILIZER                     |           |           |           |           |           |                  |                   |
| Produksi<br>Production                          |           |           |           |           |           |                  |                   |
| Jumlah<br>Total                                 | 288.880   | 157.170   | 251.315   | 216.721   | 221.019   | 83,87            | 6,93              |
| Penjualan<br>Sales                              |           |           |           |           |           |                  |                   |
| Subsidi<br>Subsidized                           | 294.933   | 97.286    | 10.778    | 76.343    | 175.794   | 203,16           | 13,81             |
| Perkebunan<br>Plantation                        | 18.695    | 24.381    | 214.409   | 154.604   | 53.135    | (23,32)          | (22,98)           |
| Jumlah<br>Total                                 | 313.628   | 121.666   | 225.187   | 230.947   | 228.929   | 157,78           | 8,19              |

dalam ton, kecuali dinyatakan lain | in tons, unless stated otherwise

| Keterangan<br>Description                  | 2024             | 2023             | 2022             | 2021             | 2020             | YoY<br>2023–2024 | CAGR<br>2020–2024 |
|--------------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
|                                            |                  |                  |                  |                  |                  | (%)              |                   |
| <b>AMONIAK<br/>AMMONIA</b>                 |                  |                  |                  |                  |                  |                  |                   |
| <b>Produksi Bruto<br/>Gross Production</b> |                  |                  |                  |                  |                  |                  |                   |
| Pabrik 2<br>Plant 2                        | 608.175          | 472.208          | 631.396          | 642.365          | 631.647          | 28,79            | (0,94)            |
| Pabrik 3<br>Plant 3                        | 379.374          | 324.493          | 402.706          | 396.055          | 365.948          | 16,91            | 0,90              |
| Pabrik 4<br>Plant 4                        | 364.069          | 399.911          | 396.190          | 359.242          | 375.451          | (8,96)           | (0,77)            |
| Pabrik 5<br>Plant 5                        | 728.869          | 865.152          | 548.938          | 811.229          | 874.146          | (15,75)          | (4,44)            |
| Pabrik 1A<br>Plant 1A                      | 687.815          | 658.289          | 726.141          | 731.266          | 579.087          | 4,49             | 4,40              |
| <b>Jumlah<br/>Total</b>                    | <b>2.768.302</b> | <b>2.720.053</b> | <b>2.705.370</b> | <b>2.940.157</b> | <b>2.826.279</b> | <b>1,77</b>      | <b>(0,52)</b>     |
| <b>Produksi Netto<br/>Net Production</b>   |                  |                  |                  |                  |                  |                  |                   |
| Pabrik 2<br>Plant 2                        | 107.676          | 73.332           | 113.581          | 91.022           | 91.047           | 46,83            | 4,28              |
| Pabrik 3<br>Plant 3                        | 25.179           | 34.201           | 33.261           | 39.366           | 18.371           | (26,38)          | 8,20              |
| Pabrik 4<br>Plant 4                        | 39.814           | 40.833           | 26.979           | 23.858           | 3.202            | (2,49)           | 87,79             |
| Pabrik 5<br>Plant 5                        | 104.688          | 172.112          | 188.288          | 138.106          | 115.302          | (39,17)          | (2,39)            |
| Pabrik 1A<br>Plant 1A                      | 506.920          | 483.918          | 559.424          | 566.111          | 435.870          | 4,75             | 3,85              |
| <b>Jumlah<br/>Total</b>                    | <b>784.276</b>   | <b>804.396</b>   | <b>921.534</b>   | <b>858.463</b>   | <b>663.792</b>   | <b>(2,50)</b>    | <b>4,26</b>       |
| <b>Penjualan<br/>Sales</b>                 |                  |                  |                  |                  |                  |                  |                   |
| Domestik<br>Domestic                       | 319.764          | 226.788          | 295.620          | 230.473          | 179.765          | 41,00            | 15,49             |
| Ekspor<br>Export                           | 446.805          | 575.949          | 644.413          | 625.029          | 488.035          | (22,42)          | (2,18)            |
| <b>Jumlah<br/>Total</b>                    | <b>766.570</b>   | <b>802.737</b>   | <b>940.033</b>   | <b>855.502</b>   | <b>667.800</b>   | <b>(4,51)</b>    | <b>3,51</b>       |

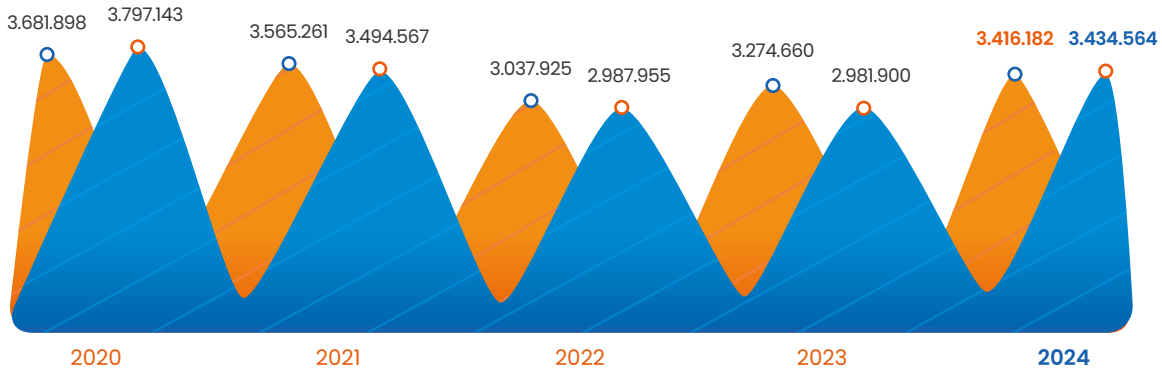




## Jumlah Penjualan dan Produksi Pupuk Urea

Total Sales and Production of Urea Fertilizer

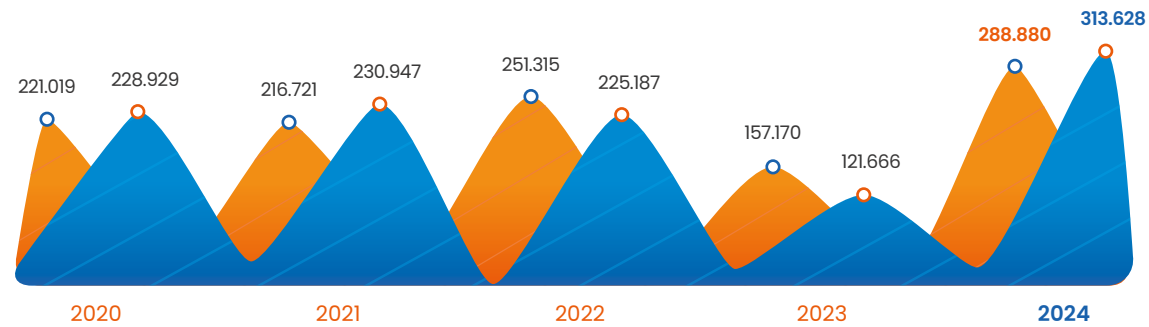
ton | tons



## Jumlah Penjualan dan Produksi Pupuk NPK

Total Sales and Production of NPK Fertilizer

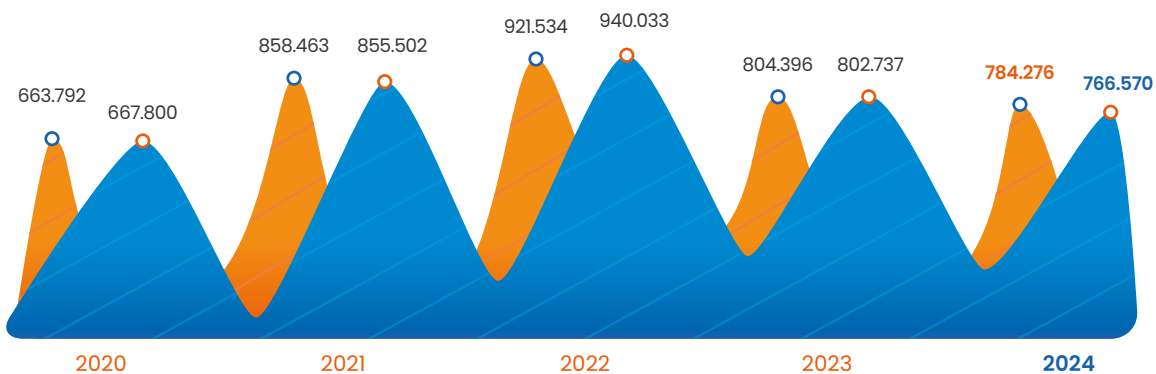
ton | tons



## Jumlah Penjualan dan Produksi Amoniak Netto

Total Sales and Net Production of Ammonia

ton | tons



● Produksi  
Production

● Penjualan  
Sales



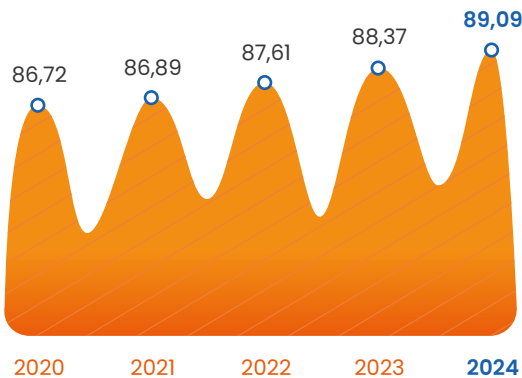
# Ikhtisar Organisasi

## Organizational Highlights

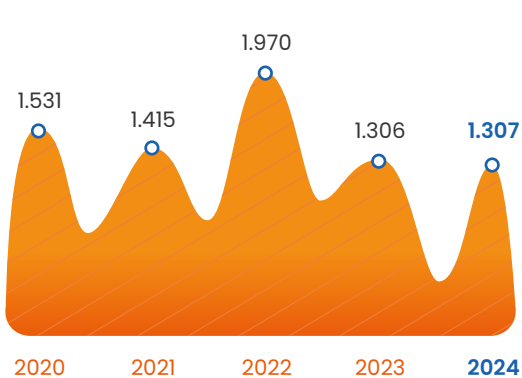
| Keterangan<br>Description                                                 | 2024                                | 2023                                | 2022                   | 2021                   | 2020                   |
|---------------------------------------------------------------------------|-------------------------------------|-------------------------------------|------------------------|------------------------|------------------------|
| <b>Indikator Kinerja Perusahaan</b><br>Company Performance Indicator      |                                     |                                     |                        |                        |                        |
| Penilaian KPI Perusahaan<br>Company KPI Assessment                        | 106,97                              | 101,51                              | 104,99                 | 106,85                 | 96,53                  |
| Kriteria KPI Perusahaan<br>Company KPI Criteria                           | Sukses<br>Success                   | Sukses<br>Success                   | Sukses<br>Success      | Sukses<br>Success      | Sukses<br>Success      |
| Nilai Kesehatan Perusahaan <sup>*)</sup><br>Company Soundness Value       | IdAAA<br>Stable<br>(Pefindo)        | IdAAA<br>Stable<br>(Pefindo)        | 90,50                  | 95,00                  | 84,00                  |
| Kriteria Kesehatan Perusahaan <sup>*)</sup><br>Company Soundness Criteria | Sangat Sehat<br>Very Healthy<br>AAA | Sangat Sehat<br>Very Healthy<br>AAA | Sehat<br>Healthy<br>AA | Sehat<br>Healthy<br>AA | Sehat<br>Healthy<br>AA |
| Skor Asesmen CGPI<br>CGPI Assessment Score                                | 89,09                               | 88,37                               | 87,61                  | 86,89                  | 86,72                  |
| <b>Indikator Sumber Daya Manusia</b><br>Human Resources Indicator         |                                     |                                     |                        |                        |                        |
| Jumlah Karyawan (orang)<br>Number of Employees (people)                   | 1.307                               | 1.306                               | 1.370                  | 1.415                  | 1.531                  |
| Jumlah Hari Pelatihan (hari)<br>Number of Training (days)                 | 14.461                              | 14.916                              | 24.745                 | 18.320                 | 29.955                 |

\* Nilai dan Kriteria Kesehatan Perusahaan sejak tahun 2023-2024 menggunakan acuan Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, yang mewajibkan BUMN dan entitas anaknya menggunakan peringkat (*rating*) yang dilakukan oleh lembaga pemeringkatan. Untuk Nilai dan Kriteria Kesehatan Perusahaan periode 2020-2022 menggunakan acuan Keputusan Menteri BUMN No. KEP-100/MBU/2002 tentang Penilaian Tingkat Kesehatan Badan Usaha Milik Negara.  
The Company Health Score and Criteria from 2023-2024 use the reference of the Minister of SOEs Regulation No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, which requires SOEs and their subsidiaries to use ratings conducted by rating agencies. For the Value and Criteria of Corporate Health for the period 2020-2022, it uses the reference of the Decree of the Minister of SOEs No. KEP-100/MBU/2002 on the Assessment of the Health Level of State-Owned Enterprises.

**Skor Capaian CGPI Periode 2020-2024**  
CGPI Achievement Score for the Period 2020-2024



**Jumlah Karyawan**  
Number of Employees



orang | people





## Ikhtisar Saham

### Share Highlights

Jumlah saham Pupuk Kaltim sebanyak 17.600.000.000 lembar yang dimiliki oleh Holding BUMN Pupuk, PT Pupuk Indonesia (Persero), sebanyak 17.599.812.012 lembar atau 99,999%, sedangkan sisanya sebanyak 187.987 lembar atau 0,001% dimiliki oleh Yayasan Kesejahteraan Hari Tua (YKHT) Pupuk Kaltim dan 1 lembar saham Serie A Dwiwarna Pemerintah Negara Republik Indonesia. Hingga akhir tahun 2024, Pupuk Kaltim tidak melakukan Penawaran Umum Perdana Saham dan tidak memperdagangkan sahamnya kepada publik. Sepanjang tahun 2024 Pupuk Kaltim juga tidak melakukan aksi korporasi yang menyebabkan terjadinya perubahan saham, seperti pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), dividen saham, saham bonus, maupun perubahan nilai nominal saham.

The number of shares in Pupuk Kaltim is 17,600,000,000 shares which are owned by the State-Owned Enterprises (SOEs) Fertilizer Holding, PT Pupuk Indonesia (Persero), with 17,599,812,012 shares or 99.999%, while the remaining 187,987 shares or 0.001% are owned by the Kesejahteraan Hari Tua Foundation (YKHT) of Pupuk Kaltim and 1 Serie A Dwiwarna share of the Government of the Republic of Indonesia. Until the end of 2023, Pupuk Kaltim did not conduct a Public Offering and will not trade its shares to the public. Throughout 2024, Pupuk Kaltim did not carry out corporate actions that caused changes in shares, such as stock splits, reverse stock mergers, bonus shares, and changes in the nominal value of shares.

## Ikhtisar Obligasi dan Sukuk

### Bonds and Sukuk Highlights

Hingga akhir tahun 2024, Pupuk Kaltim tidak menerbitkan surat utang obligasi, sukuk, dan obligasi konversi, maupun surat utang lainnya yang dapat dimiliki oleh perorangan/badan hukum tertentu.

Until the end of 2024, the Company did not issue bonds, sukuk, and convertible bonds, or other debt securities that can be owned by certain individuals/legal entities.



# Penghargaan dan Sertifikasi

## Awards and Certifications

### PENGHARGAAN INTERNASIONAL International Awards

#### Asia Responsible Enterprise Award (AREA) 2024

**Deskripsi Penghargaan | Award Description:**

1. Social Empowerment Category Program “PKT Bisa” di Dusun Babadan, Desa Kepuh Rejo
2. ESG Champion of ASIA, Silver Emblem of Sustainability
1. Social Empowerment Category Program “PKT Bisa” in Babadan Hamlet, Kepuh Rejo Village
2. ESG Champion of ASIA, Silver Emblem of Sustainability

**Pemberi Penghargaan | Awarded by:**  
Enterprise Asia

**Lokasi Acara/Kegiatan | Event/Activity Location:**  
Ho Chi Minh, Vietnam

**Tanggal Diberikan | Date Awarded:**  
9 Juli 2024  
July 9, 2024



#### International Quality & Production Convention (IQPC) 2024

**Deskripsi Penghargaan | Award Description:**

1. PKM STEAM TURBINE – EXCELLENT
2. GKM BORNEOS – EXCELLENT
3. GKM ENVISAR – EXCELLENT

**Pemberi Penghargaan | Awarded by:**  
Philippine Society for Quality

**Lokasi Acara/Kegiatan | Event/Activity Location:**  
Manila, Filipina

**Tanggal Diberikan | Date Awarded:**  
11 September 2024  
September 11, 2024



#### APQO International ACE Team Award 2024

**Deskripsi Penghargaan | Award Description:**

1. PKM 4-IR – 4 STARS
2. PKM VIB Excellent – 4 STARS
3. PKM PKT Master – 3 STARS and Best Productivity

**Pemberi Penghargaan | Awarded by:**  
Asia Pacific Quality Organization

**Lokasi Acara/Kegiatan | Event/Activity Location:**  
Mexico

**Tanggal Diberikan | Date Awarded:**  
4 Oktober 2024  
October 4, 2024







## PENGHARGAAN NASIONAL National Awards



### Indonesia Green Awards 2023

#### Deskripsi Penghargaan:

1. Kategori Menghitung Jejak Karbon Program Jejak Karbon dalam *Life Cycle Assesment* Pupuk Kaltim.
2. Kategori Pengorganisasian Tanggung Jawab Sosial Perusahaan.
3. Program Implementasi TJSI yang Solid, Inovatif, dan Produktif.
4. Kategori Pengembangan Wisata Konservasi Alam Program Konservasi *Mangrove* sebagai ecoeduwisata di Bumi Etam Kalimantan Timur.
5. Kategori Penanganan Sampah Plastik Program BIOPOT Solusi Pembibitan Ramah Lingkungan.
6. Kategori Penyelamatan Sumber Daya Air Pemanfaatan Air Program Kondensasi AC Sentral sebagai Air Bersih.
7. Kategori Rekayasa Teknologi dalam Menghemat Energi/Penggunaan Energi Terbarukan Program Pre-Line NG untuk Menghemat Pemakaian Energi.
8. Kategori Mengembangkan Keanekaragaman Hayati Program Restorasi Ekosistem Laut melalui Program Kilau Samudera (Konservasi Taman Laut dan Sarana Media Terumbu Karang).
9. Kategori Mempelopori Pencegahan Polusi Program Inovasi Primary Air *Registered Cleaning by Online on Unit Reforming* untuk *Value Chain Optimization*.
10. Kategori Mengembangkan Pengolahan Sampah Terpadu Program CS PITOS *Cleaning Service* Pilah dan Setor Sampah.
11. Kategori Mengembangkan Edukasi Perubahan Iklim Program Edukasi Adaptasi Perubahan Iklim dalam Keberlanjutan Lingkungan Melalui Program TPST dan Pengolahan Limbah Rajungan menjadi Kitosan.

#### Award Description:

1. Category of Calculating Carbon Footprint Carbon Footprint Program in Life Cycle Assessment of Pupuk Kaltim.
2. Category Organizing Corporate Social Responsibility.
3. Solid, Innovative and Productive TJSI Implementation Program.
4. Nature Conservation Tourism Development Category Mangrove Conservation Program as eco-tourism in Bumi Etam, East Kalimantan.
5. Plastic Waste Handling Category BIOPOT Program for Environmentally Friendly Nursery Solutions.
6. Water Resources Rescue Category Water Utilization Central AC Condensation Program as Clean Water.
7. Category of Technology Engineering in Saving Energy/ Using Renewable Energy NG Pre-Line Program to Save Energy Usage.
8. Category Developing Biodiversity Marine Ecosystem Restoration Program through Kilau Samudera Program (Marine Park Conservation and Coral Reef Media Facilities).
9. Category Pioneering Pollution Prevention Innovation Program Primary Air Registered Cleaning by Online on Unit Reforming for Value Chain Optimization.
10. Category Developing Integrated Waste Management CS PITOS Program Cleaning Service Sorting and Depositing Waste.
11. Category Developing Climate Change Education Program Climate Change Adaptation Education Program in Environmental Sustainability through the TPST Program and Processing of Crab Waste into Chitosan.

**Pemberi Penghargaan** | Awarded by:  
The La Tofi School of Social Responsibility

**Lokasi Acara/Kegiatan** | Event/Activity Location:  
Jakarta, Indonesia

**Tanggal Diberikan** | Date Awarded:  
20 Januari 2024  
January 20, 2024

## Bontang Customs Assistance Program (BCAsPro) 2024

### Deskripsi Penghargaan | Award Description:

Perusahaan yang berpartisipasi aktif terhadap pengembangan impor dan ekspor di kawasan industri dan Perusahaan Pembina UMKM berorientasi Ekspor  
Companies that actively participate in the development of imports and exports in industrial areas and companies that foster export-oriented MSMEs

### Pemberi Penghargaan | Awarded by:

Pemerintah Kota Bontang  
Bontang City Government

### Lokasi Acara/Kegiatan | Event/Activity Location:

Bontang, Indonesia

### Tanggal Diberikan | Date Awarded:

30 Januari 2024  
January 30, 2024



## PR Indonesia Awards 2024

### Deskripsi Penghargaan | Award Description:

Lembaga dan Korporasi Terpopuler di Media Cetak dan Online  
Most Popular Institutions and Corporations in Print and Online Media

### Pemberi Penghargaan | Awarded by:

PR Indonesia

### Lokasi Acara/Kegiatan | Event/Activity Location:

Jakarta, Indonesia

### Tanggal Diberikan | Date Awarded:

8 Maret 2024  
March 8, 2024



## Anugerah BUMN Awards 2024

### Deskripsi Penghargaan | Award Description:

1. Best CEO Visionary Leadership (Budi Wahyu Soesilo)
2. Best Corporate in Carbonization Initiative dan Pengembangan Talenta & SDM Unggul Perusahaan Terbaik
1. Best CEO Visionary Leadership (Budi Wahyu Soesilo)
2. Best Corporate in Carbonization Initiative and Talent Development & HR Excellence Best Company

### Pemberi Penghargaan | Awarded by:

BUMN Track

### Lokasi Acara/Kegiatan | Event/Activity Location:

Jakarta, Indonesia

### Tanggal Diberikan | Date Awarded:

13 Maret 2024  
March 13, 2024





### UKM TJSL Asia Award 2024

#### Deskripsi Penghargaan | Award Description:

1. The Best SME CSR Award 2024
2. 5<sup>th</sup> CSR Program Category sebagai Perusahaan yang Memberikan Binaan untuk UMKM
1. The Best SME CSR Award 2024
2. 5<sup>th</sup> CSR Program Category as a Company that Provides Assistance for MSMEs

#### Pemberi Penghargaan | Awarded by:

La Tofi School of Social Responsibility

#### Lokasi Acara/Kegiatan | Event/Activity Location:

Jakarta, Indonesia

#### Tanggal Diberikan | Date Awarded:

2 April 2024  
April 2, 2024



### Indonesia Conference & Competition Occupational Safety & Health (ICC-OSH) 2024

#### Deskripsi Penghargaan | Award Description:

1. GKM BINAPER (5 Stars)
2. PKM Creator Booster (4 Stars)
3. GKM Fire Fighting Group (4 Stars)
4. GKM OC-HE (4 Stars)

#### Pemberi Penghargaan | Awarded by:

PT Wahana Kendali Mutu

#### Lokasi Acara/Kegiatan | Event/Activity Location:

Semarang, Indonesia

#### Tanggal Diberikan | Date Awarded:

29 Mei 2024  
May 29, 2024



### TOP CSR Award 2024

#### Deskripsi Penghargaan | Award Description:

1. Top Leader on CSR Commitment 2024
2. Top CSR Awards 2024 on STAR 5 (*Excellence*)
3. ToP CSR Awards 2024 Kategori Khusus, PKT Bisa-Pertanian Kompos Terpadu
1. Top Leader on CSR Commitment 2024
2. Top CSR Awards 2024 on STAR 5 (*Excellence*)
3. ToP CSR Awards 2024 Special Category, PKT Bisa-Integrated Compost Farming

#### Pemberi Penghargaan | Awarded by:

BUMN Track

#### Lokasi Acara/Kegiatan | Event/Activity Location:

Jakarta, Indonesia

#### Tanggal Diberikan | Date Awarded:

30 Mei 2024  
May 30, 2024



## The Indonesia Regulatory Compliance Awards (IRCA) 2024

### Deskripsi Penghargaan | Award Description:

1. Best Enterprise in Regulatory Compliance sektor *Manufacture (Chemical)* dengan predikat Prosper A
2. Most inspiring Leader in Regulatory Compliance sektor *Manufacture (Chemical)* untuk Direktur Utama Budi Wahyu Soesilo
1. Best Enterprise in Regulatory Compliance in the Manufacturing (Chemical) sector with Prosper A predicate
2. Most inspiring Leader in Regulatory Compliance in the Manufacturing (Chemical) sector for President Director Budi Wahyu Soesilo

**Pemberi Penghargaan | Awarded by:**  
Hukumonline

**Lokasi Acara/Kegiatan | Event/Activity Location:**  
Jakarta, Indonesia

**Tanggal Diberikan | Date Awarded:**  
3 Juni 2024  
June 3, 2024



## PROPER Daerah Peringkat Emas PROPER Gold Rating Area

**Deskripsi Penghargaan | Award Description:**  
Properda Peringkat Emas  
Properda Gold Rating

**Pemberi Penghargaan | Awarded by:**  
Gubernur Provinsi Kalimantan Timur  
Governor of East Kalimantan Province

**Lokasi Acara/Kegiatan | Event/Activity Location:**  
Samarinda, Indonesia

**Tanggal Diberikan | Date Awarded:**  
14 Juni 2024  
June 14, 2024



## Penganugerahan Wajib Pajak Tahun 2024 2024 Taxpayer Award

**Deskripsi Penghargaan | Award Description:**  
Penghargaan Wajib Pajak karena menyampaikan SPT saat tepat waktu  
Taxpayer Award for submitting SPT on time

**Pemberi Penghargaan | Awarded by:**  
Kanwil DJP Wajib Pajak Besar  
Regional Office of DGT Large Taxpayers

**Lokasi Acara/Kegiatan | Event/Activity Location:**  
Jakarta, Indonesia

**Tanggal Diberikan | Date Awarded:**  
30 Juni 2024  
June 30, 2024







## Nusantara CSR Award 2024

### Deskripsi Penghargaan | Award Description:

1. Kategori Kemiskinan untuk program "Pertanian Terpadu Untuk Babadan Inovatif dan Sejahtera-PKT BISA"
2. Kategori Pekerjaan Layak dan Pertumbuhan Ekonomi untuk program "Pujasera NPK Pelangi"
3. Trophy Keris Kehormatan sebagai Pemimpin Transformasi Bisnis Berkelanjutan yang diberikan kepada Direktur Utama Budi Wahyu Soesilo
1. Poverty category for the program "Integrated Agriculture for Innovative and Prosperous Babadan-PKT BISA"
2. Decent Work and Economic Growth category for the "Pujasera NPK Pelangi" program
3. Keris Trophy of Honor as Sustainable Business Transformation Leader awarded to President Director Budi Wahyu Soesilo



### Pemberi Penghargaan | Awarded by:

La Tofi School of Social Responsibility

### Lokasi Acara/Kegiatan | Event/Activity Location:

Jakarta, Indonesia

### Tanggal Diberikan | Date Awarded:

23 Juli 2024

July 23, 2024

## TJSL & CSR Award 2024

### Deskripsi Penghargaan | Award Description:

1. Platinum (5 star) untuk Pilar Sosial
2. Platinum (5 star) untuk Pilar Ekonomi
3. Platinum (5 star) untuk Pilar Lingkungan
4. Gold (4 star) untuk Pilar Hukum & Tata Kelola
1. Platinum (5 star) for Social Pillar
2. Platinum (5 star) for Economic Pillar
3. Platinum (5 star) for Environmental Pillar
4. Gold (4 star) for Legal & Governance Pillar

### Pemberi Penghargaan | Awarded by:

BUMN Track

### Lokasi Acara/Kegiatan | Event/Activity Location:

Jakarta, Indonesia

### Tanggal Diberikan | Date Awarded:

30 Juli 2024

July 30, 2024



## Paritrana Award dan Penghargaan K3 2024

### Patriana Award and K3 Award 2024

### Deskripsi Penghargaan | Award Description:

1. P2 HIV AIDS kategori Platinum
2. Terbaik Kedua Paritrana Award 2024 atas komitmen Perusahaan dalam melindungi pekerja
3. Kecelakaan Nihil (Zero Accident)
1. P2 HIV AIDS Platinum category
2. Second Best Paritrana Award 2024 for the Company's commitment to protecting workers
3. Zero Accident

### Pemberi Penghargaan | Awarded by:

BPJS Ketenagakerjaan

BPJS Employment

### Lokasi Acara/Kegiatan | Event/Activity Location:

Samarinda, Indonesia

### Tanggal Diberikan | Date Awarded:

13 Agustus 2024

August 13, 2024



## Naker Award 2024

### Deskripsi Penghargaan | Award Description:

1. Perusahaan PMDN Skala Besar Terbaik
  2. Zero Accident
  3. Penanganan P2 HIV/AIDS kategori Platinum
  4. Sistem Manajemen K3 (SMK3)
1. Best Large-scale PMDN Company
  2. Zero Accident
  3. P2 HIV/AIDS Handling Platinum category
  4. K3 Management System (SMK3)

### Pemberi Penghargaan | Awarded by:

PR Indonesia

### Lokasi Acara/Kegiatan | Event/Activity Location:

Jakarta, Indonesia

### Tanggal Diberikan | Date Awarded:

24 Agustus 2024

August 24, 2024



## Pupuk Indonesia Quality & Innovation (PIQI) 2024

### Deskripsi Penghargaan | Award Description:

1. Runner Up 1
  2. Juara 3 Best Digital
1. Runner Up 1
  2. 3<sup>rd</sup> winner Best Digital

### Pemberi Penghargaan | Awarded by:

PT Pupuk Indonesia (Persero)

### Lokasi Acara/Kegiatan | Event/Activity Location:

Palembang, Indonesia

### Tanggal Diberikan | Date Awarded:

4 September 2024

September 4, 2024



## Media Relation Award 2024

### Deskripsi Penghargaan | Award Description:

Bronze Winner kategori Program Press Gathering Terbaik  
Bronze Winner Best Press Gathering Program category

### Pemberi Penghargaan | Awarded by:

Serikat Perusahaan Pers

### Lokasi Acara/Kegiatan | Event/Activity Location:

Bandung, Indonesia

### Tanggal Diberikan | Date Awarded:

25 September 2024

September 25, 2024





## RINTEK Award 2024

### Deskripsi Penghargaan | Award Description:

1. Program Advance Integrated Production Planning System untuk optimalisasi laba Perusahaan
2. Produk NPK kombinasi Pupuk Hayati Pelangi JOS
1. Advance Integrated Production Planning System program for Company profit optimization
2. NPK product combination of Rainbow JOS Biofertilizer

### Pemberi Penghargaan | Awarded by:

Kementerian Perindustrian  
Ministry of Industry

### Lokasi Acara/Kegiatan | Event/Activity Location:

Palembang, Indonesia

### Tanggal Diberikan | Date Awarded:

3 Oktober 2024  
October 3, 2024



## TOP BUMN Award 2024

### Deskripsi Penghargaan | Award Description:

The Best State Owned Enterprise

### Pemberi Penghargaan | Awarded by:

Bisnis Indonesia

### Lokasi Acara/Kegiatan | Event/Activity Location:

Jakarta, Indonesia

### Tanggal Diberikan | Date Awarded:

4 Oktober 2024  
October 4, 2024



## Annual Report Award 2024

### Deskripsi Penghargaan | Award Description:

Juara 1 kategori *Non Go Public* Non Keuangan  
1<sup>st</sup> Place in the Non-Financial Non-Go Public category

### Pemberi Penghargaan | Awarded by:

Komite Nasional Kebijakan Governansi  
National Committee on Governance Policy

### Lokasi Acara/Kegiatan | Event/Activity Location:

Jakarta, Indonesia

### Tanggal Diberikan | Date Awarded:

8 Oktober 2024  
October 8, 2024



### IDUTEX 2024

**Deskripsi Penghargaan | Award Description:**

Peringkat Pertama kategori Industri yang Berperan dalam Pembangunan Pendidikan dan Pelatihan Vokasi

First Rank in the Industry Category that Plays a Role in the Development of Education and Vocational Training

**Pemberi Penghargaan | Awarded by:**

Kementerian Perindustrian  
Ministry of Industry

**Lokasi Acara/Kegiatan | Event/Activity Location:**

Jakarta, Indonesia

**Tanggal Diberikan | Date Awarded:**

12 Oktober 2024

October 12, 2024



### ASRRAT 2024

**Deskripsi Penghargaan | Award Description:**

Platinum

**Pemberi Penghargaan | Awarded by:**

National Center for Corporate Reporting

**Lokasi Acara/Kegiatan | Event/Activity Location:**

Jakarta, Indonesia

**Tanggal Diberikan | Date Awarded:**

21 November 2024

November 21, 2024



### SNI Award 2024

**Deskripsi Penghargaan | Award Description:**

Platinum

**Pemberi Penghargaan | Awarded by:**

Badan Standardisasi Nasional  
National Standardization Agency

**Lokasi Acara/Kegiatan | Event/Activity Location:**

Jakarta, Indonesia

**Tanggal Diberikan | Date Awarded:**

21 November 2024

November 21, 2024







## CGPI Award 2024

### Deskripsi Penghargaan | Award Description:

Most Trusted Company Based on Corporate Governance Perception Index

### Pemberi Penghargaan | Awarded by:

SWA Media Network with The Indonesian Institute for Corporate Governance (IICG)

### Lokasi Acara/Kegiatan | Event/Activity Location:

Jakarta, Indonesia

### Tanggal Diberikan | Date Awarded:

25 November 2024

November 25, 2024



## ESG Award 2024

### Deskripsi Penghargaan | Award Description:

Kategori Gold Star Award untuk Perusahaan non Emiten  
Gold Star Award category for Non-Issuing Companies

### Pemberi Penghargaan | Awarded by:

Investortrust

### Lokasi Acara/Kegiatan | Event/Activity Location:

Jakarta, Indonesia

### Tanggal Diberikan | Date Awarded:

26 November 2024

November 26, 2024



## ISDA 2024

### Deskripsi Penghargaan | Award Description:

1. SDGs Economy Pillar Predikat Gold
2. SDGs Environment Pillar Predikat Gold
3. SDGs Target 12.5 Predikat Gold
1. SDGs Economy Pillar Predicate Gold
2. SDGs Environment Pillar Predicate Gold
3. SDGs Target 12.5 Predicate Gold

### Pemberi Penghargaan | Awarded by:

Corporate Forum for CSR Development

### Lokasi Acara/Kegiatan | Event/Activity Location:

Jakarta, Indonesia

### Tanggal Diberikan | Date Awarded:

28 November 2024

November 28, 2024



## Temu Karya Mutu dan Produktivitas Nasional (TKMPN) XXVIII Tahun 2024

National Quality and Productivity Work Meeting (TKMPN) XXVIII 2024

### Deskripsi Penghargaan | Award Description:

1. PKM DUPLEX K5: Diamond
2. PKM PERFORMA: Diamond
3. PKM Big Hero's: Diamond
4. PKM Green Carbon: Diamond
5. PKM EKSPROMIT: Diamond
6. PKM SIMALA 2: Diamond
7. PKM IDMS: Diamond
8. PKM The Sentinels: Diamond
9. PKM LIGA TIGA BELAS: Diamond
10. PKM INDESIGN-ALCOA: Platinum
11. PKM ORKES PKT SEHAT: Platinum
12. PKM FEPI GO!!!: Platinum
13. PKM Interiskting: Platinum
14. PKM RECOR: Platinum
15. PKM Cin1 Cin2: Gold
16. PKM PKT Futurist: Gold



### Pemberi Penghargaan | Awarded by:

Wahana Kendali Mutu (WKM) bersama Asosiasi Manajemen Mutu dan Produktivitas Indonesia (AMMPI)

Quality Control Vehicle (WKM) together with the Indonesian Quality Management and Productivity Association (AMMPI)

### Lokasi Acara/Kegiatan | Event/Activity Location:

Bali, Indonesia

### Tanggal Diberikan | Date Awarded:

6 Desember 2024

December 6, 2024

## IDIA 2024

### Deskripsi Penghargaan | Award Description:

1. Best Digital New Technology and IT Implementation 2024
2. Best Overall Indonesia Digital Innovation and Achievement 2024
3. Best CEO of the Year 2024 kepada Direktur Utama Budi Wahyu Soesilo

### Pemberi Penghargaan | Awarded by:

Business Asia Indonesia

### Lokasi Acara/Kegiatan | Event/Activity Location:

Jakarta, Indonesia

### Tanggal Diberikan | Date Awarded:

11 Desember 2024

December 11, 2024





## Pelabuhan dan Bandar Udara Sehat 2024 Healthy Ports and Airports 2024

**Deskripsi Penghargaan | Award Description:**  
Predikat Pelabuhan Sehat  
Healthy Port Predicate

**Pemberi Penghargaan | Awarded by:**  
Kementerian Kesehatan  
Ministry of Health

**Lokasi Acara/Kegiatan | Event/Activity Location:**  
Jakarta, Indonesia

**Tanggal Diberikan | Date Awarded:**  
12 Desember 2024  
December 12, 2024



## Apresiasi Kinerja Stakeholder EBTKE 2024 EBTKE Stakeholder Performance Appreciation 2024

**Deskripsi Penghargaan | Award Description:**  
Piagam Madya sebagai Pembangkit Aneka EBT Captive Power  
Subkategori Bangunan Gedung/Developer Perumahan  
Intermediate Charter as Various Renewable Energy Captive Power  
Generator in Building/Housing Developer Subcategory

**Pemberi Penghargaan | Awarded by:**  
Kementerian ESDM  
Ministry of Energy and Mineral Resources

**Lokasi Acara/Kegiatan | Event/Activity Location:**  
Jakarta, Indonesia

**Tanggal Diberikan | Date Awarded:**  
17 Desember 2024  
December 17, 2024



## BNPT Award 2024

**Deskripsi Penghargaan | Award Description:**  
Penerapan Standar Minimum Pengamanan  
Implementation of Minimum Security Standards

**Pemberi Penghargaan | Awarded by:**  
Badan Nasional Penanggulangan Terorisme  
National Counterterrorism Agency

**Lokasi Acara/Kegiatan | Event/Activity Location:**  
Jakarta, Indonesia

**Tanggal Diberikan | Date Awarded:**  
20 Desember 2024  
December 20, 2024



## SERTIFIKASI Certifications

### ISO 9001:2015–Sistem Manajemen Mutu

**Deskripsi Sertifikat | Certification Description:**

Sistem Manajemen ISO 9001, Manufacturing of Ammonia, Urea, NPK, Factory Support Services, Machine Maintenance and Industrial Equipment  
ISO 9001 Management System, Manufacturing of Ammonia, Urea, NPK, Factory Support Services, Machine Maintenance and Industrial Equipment

**Lembaga yang Mengeluarkan Sertifikasi | Certification Issue:**

Sucofindo International Certification Service (SICS) & TUV Nord

**Masa Berlaku | Validity Period:**

30 Mei 2022–29 Mei 2025

May 30, 2022–May 29, 2025



### ISO 14001:2015–Sistem Manajemen Lingkungan

**Deskripsi Sertifikat | Certification Description:**

Sistem Manajemen Lingkungan, Manufacturing of Ammonia, Urea, NPK  
Environmental Management System, Manufacturing of Ammonia, Urea, NPK

**Lembaga yang Mengeluarkan Sertifikasi | Certification Issue:**

Sucofindo International Certification Service (SICS) & TUV Nord

**Masa Berlaku | Validity Period:**

30 Mei 2022–29 Mei 2025

May 30, 2022–May 29, 2025



### ISO 50001:2018–Sistem Manajemen Energi

**Deskripsi Sertifikat | Certification Description:**

Sistem Manajemen Energi, Production of Ammonia and Urea Energy Source Natural Gas, Boundaries PKT-1A, PKT-2, PKT-3, PKT-4, & PKT-5  
Energy Management System, Production of Ammonia and Urea Energy Source Natural Gas, Boundaries PKT-1A, PKT-2, PKT-3, PKT-4, & PKT-5

**Lembaga yang Mengeluarkan Sertifikasi | Certification Issue:**

Sucofindo International Certification Service (SICS) & TUV Nord

**Masa Berlaku | Validity Period:**

30 Mei 2022–29 Mei 2025

May 30, 2022–May 29, 2025



### ISO 45001:2018–Sistem Manajemen K3

**Deskripsi Sertifikat | Certification Description:**

Sistem Manajemen ISO 45001, Manufacturing of Ammonia, Urea, NPK  
ISO 45001 Management System, Manufacturing of Ammonia, Urea, NPK

**Lembaga yang Mengeluarkan Sertifikasi | Certification Issue:**

Sucofindo International Certification Service (SICS)

**Masa Berlaku | Validity Period:**

30 Mei 2022–29 Mei 2025

May 30, 2022–May 29, 2025







## ISO/PAS 45005:2020–Pedoman Umum untuk Bekerja dengan Aman Selama Pandemi COVID-19

### Deskripsi Sertifikat | Certification Description:

Sistem Manajemen Kesehatan dan Keselamatan Kerja sebagai Pedoman Umum untuk Bekerja dengan Aman selama Pandemi COVID-19  
Occupational Health and Safety Management System as a General Guideline for Working Safely during the COVID-19 Pandemic

### Lembaga yang Mengeluarkan Sertifikasi | Certification Issue:

TUV Rheinland

### Masa Berlaku | Validity Period:

3 November 2022  
November 3, 2022



## SMK3 PP 50 2012–Sistem Manajemen K3

### Deskripsi Sertifikat | Certification Description:

Sistem Manajemen Keselamatan & Kesehatan Kerja, hasil pencapaian 93,97% untuk kategori tingkat lanjut (166 kriteria)  
Occupational Health & Safety Management System, achievement result 93.97% for advanced category (166 criteria)

### Lembaga yang Mengeluarkan Sertifikasi | Certification Issue:

Kementerian Ketenagakerjaan RI  
Ministry of Manpower of the Republic of Indonesia

### Masa Berlaku | Validity Period:

6 Agustus 2024–5 Agustus 2027  
August 6, 2024–August 5, 2027



## ISO 37001:2016–Sistem Manajemen Anti Penyuapan

### Deskripsi Sertifikat | Certification Description:

Sistem Manajemen Anti Penyuapan, The Manufacture of Fertilizer, Chemical and Agribusiness  
Anti-Bribery Management System, The Manufacture of Fertilizer, Chemical and Agribusiness

### Lembaga yang Mengeluarkan Sertifikasi | Certification Issue:

British Standards Institution (BSI)

### Masa Berlaku | Validity Period:

16 Juni 2023–15 Juni 2026  
June 16, 2023–June 15, 2026



## ISO 22301:2019–Sistem Manajemen Kelangsungan Usaha

### Deskripsi Sertifikat | Certification Description:

Sistem Manajemen Kelangsungan Usaha ISO 22301:2019  
ISO 22301 Business Continuity Management System

### Lembaga yang Mengeluarkan Sertifikasi | Certification Issue:

TUV SUD

### Masa Berlaku | Validity Period:

2 Februari 2024–1 Februari 2027  
February 2, 2024–February 1, 2027



## ISO 27001:2013–Sistem Manajemen Keamanan Informasi

### Deskripsi Sertifikat | Certification Description:

Sistem Manajemen Keamanan Informasi, Information Security Management System in Management of Digital and Non-Digital Information on Company Operations  
Information Security Management System in Management of Digital and Non-Digital Information on Company Operations

### Lembaga yang Mengeluarkan Sertifikasi | Certification Issue:

TUV Nord

### Masa Berlaku | Validity Period:

21 November 2021–21 November 2024  
November 21, 2021–November 21, 2024



## SNI 2803:2012–Produk Pupuk NPK Padat

### Deskripsi Sertifikat | Certification Description:

SNI Produk Pupuk NPK Padat  
SNI Solid NPK Fertilizer Products

### Lembaga yang Mengeluarkan Sertifikasi | Certification Issue:

Kementerian Perindustrian RI  
Ministry of Industry of the Republic of Indonesia

### Masa Berlaku | Validity Period:

7 Maret 2022–10 Mei 2026  
March 7, 2022–May 10, 2026



## SNI 06–0045–2006–Produk Amoniak Cair

### Deskripsi Sertifikat | Certification Description:

SNI Produk Amoniak Cair  
SNI Liquid Ammonia Products

### Lembaga yang Mengeluarkan Sertifikasi | Certification Issue:

Kementerian Perindustrian RI  
Ministry of Industry of the Republic of Indonesia

### Masa Berlaku | Validity Period:

17 Februari 2022–10 Mei 2026  
February 17, 2022–May 10, 2026



## SNI 2803:2010–Produk Pupuk Urea

### Deskripsi Sertifikat | Certification Description:

SNI Produk Pupuk Urea: Daun Buah, Pupuk Indonesia Holding Company (PIHC), dan PIHC Nitrea Pupuk Urea  
SNI Urea Fertilizer Products: Daun Buah, Pupuk Indonesia Holding Company (PIHC), and PIHC Nitrea Urea Fertilizer

### Lembaga yang Mengeluarkan Sertifikasi | Certification Issue:

Kementerian Perindustrian RI  
Ministry of Industry of the Republic of Indonesia

### Masa Berlaku | Validity Period:

17 Februari 2022–10 Mei 2026  
February 17, 2022–May 10, 2026





## Green Port–Sertifikasi Penerapan Pengembangan Pelabuhan dengan Konsep Green Port

### Deskripsi Sertifikat | Certification Description:

Green Port adalah konsep pengembangan pelabuhan berkelanjutan yang akan menjadi solusi dalam efisiensi penggunaan energi, mengedepankan teknologi batubara bersih, dan implementasi energi terbarukan atau dengan bahan bakar nabati

Green Port is a sustainable port development concept that will be a solution for efficient energy use, prioritizing clean coal technology, and implementing renewable energy or biofuels.

### Lembaga yang Mengeluarkan Sertifikasi | Certification Issue:

Kementerian Koordinator Bidang Kemaritiman & Investasi RI  
Coordinating Ministry for Maritime Affairs and Investment of the Republic of Indonesia

### Masa Berlaku | Validity Period:

28 Februari 2022–27 Desember 2025  
February 28, 2022–December 27, 2025



## Level One System Status for Bulk In-Ship Fertilizer

### Deskripsi Sertifikat | Certification Description:

Sertifikat telah terpenuhinya persyaratan status sistem level satu terkait kebijakan impor pupuk kargo curah anorganik di pasar Australia sebagai bentuk penjaminan mutu pupuk urea serta bebas inspeksi

Certificate of fulfillment of the requirements for level one system status related to the import policy of inorganic bulk cargo fertilizer in the Australian market as a form of guarantee of the quality of urea fertilizer and free from inspection.

### Lembaga yang Mengeluarkan Sertifikasi | Certification Issue:

Departemen Pertanian, Perikanan, dan Kehutanan Pemerintah Australia  
Australian Government Department of Agriculture, Fisheries and Forestry

### Masa Berlaku | Validity Period:

15 Agustus 2022–15 Agustus 2025  
August 15, 2022–August 15, 2025



## OSCP PM 58 2013

### Deskripsi Sertifikat | Certification Description:

Penanggulangan Pencemaran di Perairan dan Pelabuhan  
Oil Spill and Contingency Plan (OSCP)

### Lembaga yang Mengeluarkan Sertifikasi | Certification Issue:

Kementerian Perhubungan RI  
Ministry of Transportation of the Republic of Indonesia

### Masa Berlaku | Validity Period:

6 Maret 2023–5 Maret 2028  
March 6, 2023–March 5, 2028



## ISPS CODE–Sistem Manajemen ISPS CODE, Dermaga Marjinal, Dermaga Marjinal & Jetty Head Dolphin

### Deskripsi Sertifikat | Certification Description:

Sertifikasi Penerapan Kode Keamanan Internasional terhadap Kapal dan Fasilitas Pelabuhan

Certification of the Implementation of the International Security Code for Ships and Port Facilities

### Lembaga yang Mengeluarkan Sertifikasi | Certification Issue:

Pemerintah (Dirjen Perhubungan Laut)  
Government (Directorate General of Sea Transportation)

### Masa Berlaku | Validity Period:

2 April 2020–8 Maret 2025  
April 2, 2020–March 8, 2025





## ISO 26000:2010–Sistem Manajemen CSR

### Deskripsi | Description:

Sistem Manajemen CSR terkait tanggung jawab sosial Perusahaan yang mencakup isu-isu hak asasi manusia, lingkungan, keterlibatan dengan masyarakat, dan praktik bisnis yang etis

CSR Management System related to Corporate social responsibility which includes issues of human rights, environment, community involvement, and ethical business practices.

**Lembaga yang Melakukan Assessment | Institution Conducting Assessment:**  
British Standards Institution (BSI)

**Tanggal Terakhir Assessment | Last Assessment Date:**

31 Oktober 2024

October 31, 2024



## ISO 55001:2014–Sistem Manajemen Aset

### Deskripsi Sertifikat | Certification Description:

Sistem Manajemen Aset, Ammonia, and Urea Fertilize Manufacture in Relation to the Asset Management System of Ammonia Unit, Urea Unit and Utilities Unit of Plant 5  
Asset Management System, Ammonia, and Urea Fertilize Manufacture in Relation to the Asset Management System of Ammonia Unit, Urea Unit and Utilities Unit of Plant 5

**Lembaga yang Mengeluarkan Sertifikasi | Certification Issue:**  
British Standards Institution (BSI)

**Masa Berlaku | Validity Period:**

20 Januari 2023–19 Januari 2026

January 20, 2023–January 19, 2026



## Sertifikat Green Building

### Deskripsi Sertifikat | Certification Description:

Konsep bangunan yang bertanggung jawab terhadap lingkungan  
Environmentally responsible building concept

**Lembaga yang Mengeluarkan Sertifikasi | Certification Issue:**  
Green Building Council Indonesia (GBCI)

**Masa Berlaku | Validity Period:**

6 November 2024–6 November 2027

November 6, 2024–November 6, 2027



## SMP Perpol 7 Tahun 2019–Sistem Manajemen Pengamanan

### Deskripsi Sertifikat | Certification Description:

Sistem Manajemen Pengamanan, berdasarkan Peraturan Kepolisian Negara Republik Indonesia No. 7 Tahun 2019

Security Management System, based on the Regulation of the Republic of Indonesia National Police No. 7 of 2019

**Lembaga yang Mengeluarkan Sertifikasi | Certification Issue:**

Mabes POLRI

National Police Headquarters

**Masa Berlaku | Validity Period:**

9 Desember 2024–9 Desember 2027

December 9, 2024–December 9, 2027







## ISO 17025:2017–Sistem Manajemen Mutu Laboratorium (SNI ISO/IEC 17025:2017 Laboratorium Kalibrasi)

### Deskripsi Sertifikat | Certification Description:

Sertifikasi Akreditasi Kompetensi Laboratorium Kalibrasi

Certification of Competency Accreditation of Calibration Laboratories

### Lembaga yang Mengeluarkan Sertifikasi | Certification Issue:

Komite Akreditasi Nasional (KAN)

### Masa Berlaku | Validity Period:

19 April 2020–21 Juni 2025

April 19, 2020–June 21, 2025



## ISO 17025:2017–Sistem Manajemen Mutu Laboratorium (SNI ISO/IEC 17025:2017 Laboratorium Pengujian)

### Deskripsi Sertifikat | Certification Description:

Sertifikasi Akreditasi Kompetensi Laboratorium Pengujian

Certification of Competency Accreditation of Testing Laboratories

### Lembaga yang Mengeluarkan Sertifikasi | Certification Issue:

Komite Akreditasi Nasional (KAN)

### Masa Berlaku | Validity Period:

22 September 2021–19 September 2026

September 22, 2021–September 19, 2026



## Standar Industri Hijau

### Deskripsi Sertifikat | Certification Description:

Standar industri yang dirancang untuk mewujudkan industri yang ramah lingkungan dan berkelanjutan

Industry standards designed to realize environmentally friendly and sustainable industries

### Lembaga yang Mengeluarkan Sertifikasi | Certification Issue:

Balai Sertifikasi Industri

### Masa Berlaku | Validity Period:

30 November 2021–29 November 2025

November 30, 2021–November 29, 2025



# Peristiwa Penting 2024

## Important Events in 2024



4 Januari | January

Pengangkatan Komisaris Utama Pupuk Kaltim, Dr. Andhi Nirwanto, S.H., M.H. di Jakarta.

Appointment of the President Commissioner of Pupuk Kaltim, Dr. Andhi Nirwanto, S.H., M.H. in Jakarta.



13 Januari | January

Run to Sustain dalam rangka Bulan K3 Nasional 2024 di Bontang.

Run to Sustain for National OSH Month 2024 in Bontang.



18 Januari | January

Penandatanganan Nota Kesepahaman Pupuk Kaltim bersama Pengadilan Agama Bontang Kelas II di Jakarta.

Signing of the Memorandum of Understanding between Pupuk Kaltim and the Class II Bontang Religious Court in Jakarta.



20 Januari | January

Indonesia Green Awards 2024, Jakarta.

Indonesia Green Awards 2024, Jakarta.



6 Februari | February

Penandatanganan nota kesepahaman Pupuk Kaltim bersama KEJATI Kalimantan Timur perihal penyaluran dan pendistribusian pupuk di Samarinda.

The signing of Pupuk Kaltim's memorandum of understanding with the East Kalimantan Attorney General's Office regarding the distribution of fertilizers in Samarinda.



7 Februari | February

Emergency Drill (Tanggap Darurat) dalam rangka Bulan K3 Nasional 2024 di Bontang.

Emergency Drill (Emergency Response) for National SH Month 2024 in Bontang.





9 Februari | February

Gebyar Diskon Pupuk tahun 2024 untuk pupuk Phonska dan Urea di Bone, Sulawesi Selatan.

Gebyar Diskon Pupuk in 2024 for Phonska and Urea fertilizers in Bone, South Sulawesi.



10 Februari | February

Penyerahan Bantuan dan Penanaman Pohon Program *Community Forest* Pupuk Kaltim bersama Batalyon Arhanud 7/ABC di Bontang.

Handover of Aid and Tree Planting for the Pupuk Kaltim *Community Forest* Program with the 7/ABC Arhanud Battalion in Bontang.



29 Februari | February

Peresmian Pabrik Amonium Nitrat oleh Presiden RI di Bontang.

Inauguration of Ammonium Nitrate Factory by the President of the Republic of Indonesia in Bontang.



6 Maret | March

Annual General Meeting 2024 & Indonesia Responsible Care Award 2023 di Bogor.

Annual General Meeting 2024 & Indonesia Responsible Care Award 2023 in Bogor.



8 Maret | March

PR Indonesia Awards 2024, Jakarta.

PR Indonesia Awards 2024, Jakarta.



12 Maret | March

Technical Exchange Ca Mau Fertilizer Plant & Petrovietnam University di Bontang.

Technical Exchange Ca Mau Fertilizer Plant & Petrovietnam University in Bontang.



13 Maret | March

Anugerah BUMN Awards 2023, Jakarta.

Anugerah BUMN Awards 2023, Jakarta.



15 Maret | March

Panen Raya Sedap Malam di Pasuruan.

Sedap Malam Grand Harvest in Pasuruan.



19 Maret | March

Kegiatan Safari Ramadhan 1445 H Pupuk Kaltim di Bontang.

Ramadan Safari 1445 H Pupuk Kaltim in Bontang.





**20 Maret | March**

Pelepasan Safari Ramadhan 1445 H Majelis Taklim Muslimah Yayasan Baiturrahman di Bontang.

The release of the 1445 H Ramadhan Safari of the Muslimah Study Group of the Baiturrahman Foundation in Bontang.



**20 Maret | March**

PKT Proaktif: Bantuan Ramadhan untuk masyarakat dan buka puasa bersama stakeholder Perusahaan di Bontang.

PKT Proactive: Ramadhan assistance for the community and breaking the fast together stakeholder Company in Bontang.



**21 Maret | March**

Program Evolution: Seremonial Pemberian Bantuan Program Sembako bagi Masyarakat Kota Bontang tahun 2024.

Evolution Program: Ceremony of Providing Basic Food Assistance Program for the Bontang City Community in 2024.



**21 Maret | March**

Program Evolution berbagi sembako dengan Pondok Pesantren di Bontang.

Evolution Program shares food packages with Islamic Boarding Schools in Bontang.



**28 Maret | March**

Sahur on the Spot bersama Direktur Utama Pupuk Indonesia di Bontang.

Sahur on the Spot with the President Director of Pupuk Indonesia in Bontang.



**28 Maret | March**

Peresmian bantuan Rumah Layak Huni dan Program Penanggulangan Banjir di Kelurahan Guntung dan Loktuan di Bontang.

Inauguration of Livable House assistance and Flood Mitigation Program in Guntung and Loktuan Villages in Bontang.



**2 April | April**

UKM TJSL Asia Award 2024.

UKM TJSL Asia Award 2024.



**6 April | April**

Pelaksanaan Program Mudik Gratis BUMN 2024 oleh Pupuk Kaltim bersama Pupuk Indonesia di Bontang.

Implementation of the 2024 Mudik Gratis BUMN Program by Pupuk Kaltim with Pupuk Indonesia in Bontang.



**22 April | April**

Pembukaan Program Kerja Praktik periode ke-2 tahun 2024 di Bontang.

Opening of Internship Program second period in 2024 in Bontang.







22 April | April

Halal Bihalal Keluarga Besar Pupuk Kaltim di Bontang.

Halal Bihalal of the Pupuk Kaltim Big Family in Bontang.



28 April | April

Penanaman pohon dalam rangka HUT Ke-12 Pupuk Indonesia di Samboja.

Tree planting in the context of Pupuk Indonesia's 12<sup>th</sup> Anniversary in Samboja.



28 April | April

Penanaman pohon dalam rangka HUT ke-12 Pupuk Indonesia di Bontang.

Tree planting in commemoration of the 12<sup>th</sup> Anniversary of Pupuk Indonesia in Bontang.



30 April | April

Halal Bihalal dengan Media Nasional di Jakarta.

Halal Bihalal with National Media in Jakarta.



3 Mei | May

First Prilling and Safety Commitment Proyek Revamping Ammonia Pabrik 2 di Bontang.

First Prilling and Safety Commitment of Ammonia Revamping Project of Plant 2 in Bontang.



13 Mei | May

Program Evolution: SIAP SIAGA 2 (Simulasi Tanggap Bencana, Keselamatan Generasi Muda Terjaga) simulasi tanggap bencana bersama siswa-siswi SDN 007 Bontang Utara di Bontang.

Evolution Program: SIAP SIAGA 2 (Disaster Response Simulation, Safety of the Young Generation is Maintained) disaster response simulation with students of SDN 007 North Bontang in Bontang.



20 Mei | May

Upacara Peringatan Hari Kebangkitan Nasional 2024 di Bontang.

National Awakening Day Commemoration Ceremony 2024 in Bontang.



25 Mei | May

Rapat Koordinasi Direktur Utama Pupuk Indonesia Group dan penurunan terumbu karang di Berau.

Coordination Meeting of the President Director of Pupuk Indonesia Group and the decline of coral reefs in Berau.



29 Mei | May

Indonesia Conference & Competition Occupational Safety & Health (ICC-OSH) 2024, Semarang.

Indonesia Conference & Competition Occupational Safety & Health (ICC-OSH) 2024, Semarang.



30 Mei | May

TOP CSR Award 2024, Jakarta.

TOP CSR Award 2024, Jakarta.



1 Juni | June

Upacara Peringatan Hari Lahir Pancasila di Bontang.

Ceremony to Pancasila Day in Bontang.



2 Juni | June

Seleksi Terbuka Elite Pro Akademi Borneo FC U-16 di Stadion Mulawarman, Bontang.

Borneo FC U-16 Academy Elite Pro Open Selection at Mulawarman Stadium, Bontang.



3 Juni | June

IRCA 2024, Jakarta.

IRCA 2024, Jakarta.



7 Juni | June

Gebyar Korsa Pupuk Kaltim 2024 di Bontang.

Gebyar Korsa Pupuk Kaltim 2024 in Bontang.



10 Juni | June

Workshop Unlocking Social Media Vol. 1 di Bontang.

Unlocking Social Media Workshop Vol. 1 in Bontang.



11 Juni | June

Safety Commitment TA Urea pabrik 4 tahun 2024 di Bontang.

Safety Commitment TA Urea plant 4, 2024 in Bontang.



13 Juni | June

Penyerahan bantuan dalam rangka peringatan Idul Adha 1445 H di Fakfak, Papua Barat.

Distribution of assistance in celebration of Eid al-Adha 1445 H in Fakfak, West Papua.



14 Juni | June

Serah terima bantuan sarana dan prasarana bagi nelayan di Selambai Kelurahan Loktuan, Bontang.

Distribution of facilities and infrastructure assistance for fishermen in Selambai, Loktuan Village, Bontang.







14 Juni | June

Proper Daerah Emas ke-9, Samarinda.  
9<sup>th</sup> Gold Regional Proper, Samarinda.



25 Juni | June

Program Evolution: Bertabur Ilmu (Berbagi Pengetahuan untuk Babadan Makmur, Terampil, dan Mutakhir) di Magetan.

Evolution Program: Bertabur Ilmu (Knowledge Sharing for Prosperous, Skilled and Up-to-Date Babadan) in Magetan.



30 Juni | June

Penganugerahan Wajib Pajak Tahun 2024, Jakarta.

Taxpayer of the Year Award 2024, Jakarta.



9 Juli | July

Asia Responsible Enterprise Awards (AREA) 2024, Vietnam.

Asia Responsible Enterprise Awards (AREA) 2024, Vietnam.



17 Juli | July

Nusantara CSR Award 2024, Jakarta

Nusantara CSR Award 2024, Jakarta.



1 Agustus | August

TJSL & CSR Award 2024, Jakarta.

TJSL & CSR Award 2024, Jakarta.



2 Agustus | August

Penandatanganan Kerja Sama Sponsorship antara Pupuk Kaltim bersama Borneo FC di Jakarta.

The Sponsorship Cooperation Signing between Pupuk Kaltim and Borneo FC in Jakarta.



5 Agustus | August

Panen Raya Padi Program Agrosolution di Jember

Rice Harvest of Agrosolution Program in Jember.



8 Agustus | August

Pelaksanaan Beasiswa Program Pupuk Kaltim Peduli Pendidikan 2024 di Bontang.

Implementation of the 2024 Pupuk Kaltim Peduli Pendidikan Program Scholarship in Bontang.



**9 Agustus** | August

Paritrana Award dan Penghargaan K3 2024, Samarinda.

Paritrana Award and K3 Recognition 2024, Samarinda.



**12 Agustus** | August

Onboarding Program Calon Karyawan Rekrutmen Bersama BUMN (RBB) 2024 Pupuk Indonesia Group di Bontang.

Onboarding Program for Employee Candidates for Joint Recruitment of SOEs (RBB) 2024 Pupuk Indonesia Group in Bontang.



**13 Agustus** | August

Kunjungan Kemenko Bidang Perekonomian di Bontang.

Coordinating Ministry for Economic Affairs Visit in Bontang.



**17 Agustus** | August

Upacara HUT Ke-79 RI di Stadion Mulawarman, Bontang.

Indonesia's 79<sup>th</sup> Anniversary Ceremony in Mulawarman Stadium, Bontang.



**17 Agustus** | August

Peresmian Gedung cabang Olahraga Billiard Pupuk Kaltim Club di Bontang.

The inauguration of the Pupuk Kaltim Club Billiard Sports Hall in Bontang.



**18 Agustus** | August

Mancing Ceria dan Pesta Rakyat 2024 dalam rangka peringatan HUT ke-79 RI di Bontang.

Fun Fishing and Community Festival 2024 in commemoration of the 79<sup>th</sup> Indonesian Independence Day in Bontang.



**21 Agustus** | August

Safety Commitment Turn Around Pabrik-6 Boiler Batu Bara tahun 2024 di Bontang.

Safety Commitment Turn Around Plant-6 Coal Boiler in 2024 in Bontang.



**23 Agustus** | August

Naker Award 2024, Jakarta.

Labor Award 2024, Jakarta.



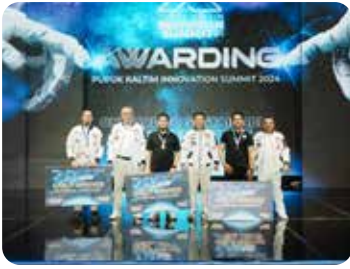
**24 Agustus** | August

Merdeka Run dalam rangka peringatan HUT ke-79 RI di Bontang.

Merdeka Run in commemoration of the 79<sup>th</sup> Indonesian Independence Day in Bontang.







30 Agustus | August

Pupuk Kaltim Innovation Summit 2024 di Bontang.

Pupuk Kaltim Innovation Summit 2024 in Bontang.



1 September | September

Rintisan Teknologi Industri (RINTEK) Award 2024, Jakarta.

Rintisan Teknologi Industri (RINTEK) Award 2024, Jakarta.



5 September | September

Gathering Bersama Mitra Binaan Pupuk Kaltim di Bontang.

Gathering with Pupuk Kaltim Partners in Bontang.



11 September | September

Kunjungan Kementerian ESDM ke Pupuk Kaltim di Bontang.

Ministry of Energy and Mineral Resources Visit to Pupuk Kaltim in Bontang.



13 September | September

Pembukaan PKT CUP 2024 di Bontang.

PKT CUP 2024 Opening in Bontang.



19 September | September

Rekrutmen Bersama BUMN (RBB) 2024 Pupuk Indonesia Group di Bontang.

Joint Recruitment of SOEs (RBB) 2024 Pupuk Indonesia Group in Bontang.



24 September | September

Final Pupuk Kaltim CUP 2024 di Stadion Mulawarman, Bontang.

Pupuk Kaltim CUP 2024 Final in Mulawarman Stadium, Bontang.



1 Oktober | October

Safety Commitment Turn Around Pabrik 5 di Bontang.

Safety Commitment Turn Around at Plant 5 in Bontang.



1 Oktober | October

Upacara Hari Kesaktian Pancasila di Bontang.

Kesaktian Pancasila Day Ceremony in Bontang.



**2 Oktober** | October

TOP BUMN Awards 2024, Jakarta.

TOP BUMN Awards 2024, Jakarta.



**5 Oktober** | October

Gebyar Batik Nusantara dalam rangka memperingati Hari Batik Nasional 2024 di Bontang.

Gebyar Batik Nusantara in celebration of National Batik Day 2024 in Bontang.



**7 Oktober** | October

Annual Report Award (ARA) 2024, Jakarta.

Annual Report Award (ARA) 2024, Jakarta.



**15 Oktober** | October

Penyerahan bantuan pendanaan renovasi Co Working Space dan Program Inkubasi Startup untuk ITS di Surabaya.

Submission of funding for the renovation of Co Working Space and Startup Incubation Program for ITS in Surabaya.



**8 November** | November

Pembukaan Seni Sana Sini dalam rangka memperingati HUT ke-47 Pupuk Kaltim 2024 di Bontang.

The opening of Seni Sana Sini to celebrate the 47<sup>th</sup> anniversary of Pupuk Kaltim 2024 in Bontang.



**10 November** | November

Upacara memperingati Hari Pahlawan 2024 di Bontang.

Pahlawan's Day 2024 Ceremony in Bontang.



**11 November** | November

Festival Media 2024 dalam rangka memperingati HUT ke-47 Pupuk Kaltim di Bontang.

Media Festival 2024 to celebrate the 47<sup>th</sup> anniversary of Pupuk Kaltim in Bontang.



**20 November** | November

Workshop Unlocking Social Media Vol. 2 di Bontang.

Unlocking Social Media Workshop Vol. 2 in Bontang.



**21 November** | November

Panen Raya Buah Naga Program Agrosolution di Banyuwangi.

Dragon Fruit Harvest of Agrosolution Program in Banyuwangi.







21 November | November

SNI Award 2024, Jakarta.

SNI Award 2024, Jakarta.



21 November | November

Asia Sustainability Report Rating (ASRRAT)  
2024, Jakarta.

Asia Sustainability Report Rating (ASRRAT)  
2024, Jakarta.



25 November | November

CGPI Award 2024, Jakarta.

CGPI Award 2024, Jakarta.



25 November | November

Safety Commitment TA Pabrik 7 di Bontang.

Safety Commitment TA Plant 7 in Bontang.



30 November | November

Pupuk Kaltim Open Golf Turnamen 2024 di  
Bontang.

Pupuk Kaltim Open Golf Tournament 2024  
in Bontang.



2 Desember | December

ISDA Award 2024, Jakarta.

ISDA Award 2024, Jakarta.



5 Desember | December

Turnamen Tenis Meja Pupuk Indonesia  
Group di Bontang.

Pupuk Indonesia Group Table Tennis  
Tournament in Bontang.



6 Desember | December

Peresmian Ruang *Command Centre*  
Keamanan Pupuk Kaltim di Bontang.

Inauguration of Pupuk Kaltim Security  
Command Center Room in Bontang.



6 Desember | December

Peresmian Gedung Arsip Administrasi  
Keuangan Pupuk Kaltim di Bontang.

Inauguration of Administration & Finance  
Archive Building Pupuk Kaltim in Bontang.



7 Desember | December

Upacara Peringatan HUT ke-47 Pupuk Kaltim di Bontang.

Commemoration Ceremony of the 47<sup>th</sup> Anniversary of Pupuk Kaltim in Bontang.



7 Desember | December

Syukuran dalam rangka HUT ke-47 Pupuk Kaltim di Bontang.

A celebration of Pupuk Kaltim's 47<sup>th</sup> anniversary in Bontang.



7 Desember | December

PKT Proaktif: Bantuan untuk masyarakat dalam rangka HUT ke-47 Pupuk Kaltim di Bontang.

PKT Proactive: Community Assistance for Pupuk Kaltim 47<sup>th</sup> Anniversary in Bontang.



7 Desember | December

Malam Puncak Perayaan HUT ke-47 Pupuk Kaltim di Stadion Mulawarman, Bontang.

The Summit Night of Pupuk Kaltim's 47<sup>th</sup> Anniversary Celebration at Mulawarman Stadium, Bontang.



9 Desember | December

Pupuk Kaltim Open 2024 Badminton di GOR Pupuk Kaltim, Bontang.

Pupuk Kaltim Open 2024 Badminton in GOR Pupuk Kaltim, Bontang.



12 Desember | December

Pelabuhan dan Bandar Udara Sehat Tahun 2024.

Healthy Ports and Airports 2024.



16 Desember | December

Pupuk Kaltim Open Tenis Meja 2024 di GOR Pupuk Kaltim, Bontang.

Pupuk Kaltim Open 2024 Table Tennis in GOR Pupuk Kaltim, Bontang.



17 Desember | December

Apresiasi Kinerja Stakeholder EBTKE 2024.

EBTKE Stakeholder Performance Appreciation 2024.



19 Desember | December

Upacara memperingati Hari Bela Negara 2024 di Bontang.

Ceremony to celebrate State Defense Day 2024 in Bontang.







24 Desember | December

Penandatanganan Perjanjian Kerja Sama antara Pupuk Kaltim dan Badan Narkotika Nasional kota Bontang.

Signing of Cooperation Agreement between Pupuk Kaltim and the National Narcotics Agency of Bontang city.



24 Desember | December

Tutup Tahun Produksi 2024 di Bontang.

End of Production Year 2024 in Bontang.



26 Desember | December

ESG Award 2024, Jakarta.

ESG Award 2024, Jakarta.



27–31 Desember | December

Pupuk Kaltim Fest 2024 dalam rangka HUT ke-47 Pupuk Kaltim di Bontang.

Pupuk Kaltim Fest 2024 in celebration of Pupuk Kaltim 47<sup>th</sup> Anniversary in Bontang.



28 Desember | December

Fun Walk 2024 dalam rangka HUT ke-47 Pupuk Kaltim di Bontang.

Fun Walk 2024 in celebration of Pupuk Kaltim 47<sup>th</sup> Anniversary in Bontang.

# Laporan Manajemen

## Management Report

**Hubungan harmonis Dewan Komisaris dan Direksi menjadi dasar bagi perjalanan organisasi yang terarah dan bertumbuh secara berkelanjutan.**

The harmonious relationship between the Board of Commissioners and the Board of Directors is the basis for the organization's purposeful journey and sustainable growth.









# Laporan Dewan Komisaris

Report of the Board of Commissioners

**D. Andhi Nirwanto**

**Komisaris Utama**  
President Commissioner





**Pemegang Saham dan Pemangku Kepentingan yang terhormat,**  
Dear Respected Shareholders and Stakeholders,

**Keberhasilan Pupuk Kaltim dalam menjaga kepercayaan pemangku kepentingan patut diapresiasi. Operasi yang unggul, profitabilitas yang stabil, mutu yang terjaga, serta kepedulian pada lingkungan, menjadi hal fundamental bagi perjalanan di masa mendatang.**

Pupuk Kaltim's success in maintaining stakeholder trust deserves appreciation. Excellent operations, stable profitability, maintained quality, and care for the environment are fundamental to the journey ahead.

Perjalanan Pupuk Kaltim tak lepas dari visi pemerintah Indonesia selaku entitas pemilik manfaat akhir perusahaan dalam menciptakan ekosistem pertanian dan perkebunan nasional, yang pada akhirnya diharapkan mampu mewujudkan cita-cita ketahanan pangan nasional. Untuk itu, izinkan saya mewakili jajaran Dewan Komisaris menyampaikan laporan pengawasan sebagai bagian dari Laporan Tahunan Perusahaan Tahun Buku 2024.

### **Menjaga Ekonomi Tangguh di Tengah Stagnasi Dunia**

Perekonomian dunia sesungguhnya mulai menunjukkan perbaikan setelah dalam beberapa tahun terakhir terkoreksi cukup dalam akibat pandemi COVID-19. Namun, kondisi perekonomian di tahun 2024 masih menunjukkan kecenderungan stagnasi dan memberikan tantangan tersendiri bagi dunia usaha. Berdasarkan data International Monetary Fund (IMF) dalam World Economic Outlook (WEO) edisi Januari 2025, perekonomian global mengalami perlambatan dari 3,3% di tahun sebelumnya menjadi 3,2%. Konflik geopolitik yang masih berlangsung antara Rusia-Ukraina dan konflik Israel-Palestina yang terus memanas masih memberikan dampak pada perekonomian global selain beberapa peristiwa signifikan lainnya, seperti fragmentasi geo-ekonomi melalui pembentukan BRICS, serta kebijakan proteksionis dari Pemerintah Amerika Serikat yang baru terpilih di tahun 2024, maupun cuaca ekstrem yang terjadi di berbagai wilayah.

The journey of Pupuk Kaltim has a lot to do with the vision of the Government of Indonesia as its ultimate beneficial owner to create better national agricultural and plantation ecosystem, with an ultimate objective of realizing the aspiration of achieving national food security. So please allow me on behalf of the Board of Commissioners to present our oversight report as part of the Company's Annual Report for the 2024 Fiscal Year.

### **Maintaining Economic Resilience Amid Global Stagnation**

The global economy has begun to show signs of recovery after years of significant downturn due to the COVID-19 pandemic. However, economic conditions in 2024 still indicated a tendency toward stagnation, which brought their own challenges for the business world. According to data from the International Monetary Fund (IMF) in the January 2025 edition of the World Economic Outlook (WEO), global economic growth slowed from 3.3% in the previous year to 3.2%. Ongoing geopolitical conflicts—such as the Russia-Ukraine war and the escalating Israel-Palestine conflict—remained a deterrent of the global economy, which came with other major global occurrences, including geo-economic fragmentation through the formation of BRICS, protectionist policies imposed by the newly elected U.S. government in 2024, and extreme weathers in some parts of the world.

Kita patut bersyukur di tengah perekonomian dunia yang bergejolak, Indonesia masih menunjukkan kinerja perekonomian yang cukup baik. Badan Pusat Statistik (BPS) mencatat, perekonomian Indonesia tahun 2024 berhasil tumbuh positif di level 5,03% (c-to-c). Sementara, IMF dalam WEO edisi Januari 2025 memproyeksikan pertumbuhan ekonomi Indonesia tetap akan positif di level 5,0% (YoY) pada 2025.

Meski mencatatkan kinerja positif, kita tetap perlu menyadari bahwa perekonomian Indonesia tetap terpengaruh oleh kondisi perekonomian dunia. Berdasarkan data BPS, sebagian besar lapangan usaha yang berkontribusi besar terhadap Produk Domestik Bruto (PDB) nasional mengalami stagnasi dan kontraksi, seperti lapangan usaha industri pengolahan, pertanian, pertambangan, dan transportasi & pergudangan. Hanya sektor lapangan usaha perdagangan serta konstruksi dalam deretan kontributor PDB yang mampu mencatat pertumbuhan yang lebih baik dibandingkan tahun sebelumnya.

Dalam lanskap perekonomian global dan nasional yang penuh tantangan tersebut, industri pupuk nasional turut merasakan tekanan. Ketimpangan antara volume produksi dan kebutuhan dalam negeri di berbagai negara, serta gangguan dalam rantai pasok global telah menyebabkan penurunan harga jual rata-rata untuk produk pupuk, termasuk urea dan amonia. Sementara itu, ketergantungan Indonesia terhadap pasokan beberapa bahan baku utama, seperti Fosfat (P) dan Kalium (K) yang tidak tersedia di dalam negeri, memberikan tantangan tersendiri bagi industri pupuk nasional. Tidak hanya itu, kesadaran pemangku kepentingan yang semakin meningkat atas penerapan prinsip *Environmental, Social & Governance* (ESG) meningkatkan permintaan dan kebutuhan produk dari industri pupuk yang ramah lingkungan.

Sebagai produsen pupuk terbesar di Indonesia, Pupuk Kaltim memiliki peran strategis untuk turut mewujudkan swasembada pangan yang menjadi bagian dari visi Pemerintah Indonesia saat ini. Pupuk Kaltim menyadari peran ini dan berupaya untuk turut mewujudkannya, baik melalui pemenuhan mandat pupuk subsidi maupun melalui program ekosistem pertanian Makmur dan *Agrosolution*.

Di lain sisi, untuk menjawab tantangan atas permintaan produk pupuk ramah lingkungan, Pupuk Kaltim telah melakukan peninjauan pengembangan proyek amonia hijau yang diharapkan bisa menjadi solusi bagi industri pupuk yang lebih berkelanjutan. Selain itu, digitalisasi dan efisiensi produksi juga menjadi strategi utama Pupuk Kaltim untuk bisa mengurangi jejak karbon yang

We should be grateful that amidst this volatile global economic landscape, Indonesia's economy continued to do well with its comparatively strong performance. The Central Statistics Agency (BPS) recorded that Indonesia's economy grew positively by 5.03% (c-to-c) in 2024. It corresponded to the IMF's January 2025 WEO projection that Indonesia's economy would continue to grow at a positive rate of 5.0% (YoY) in 2025.

While we are happy with such positive performance, it is important to know that Indonesia's economy will remain subject to global economic conditions. According to BPS data, most business sectors contributing significantly to the national Gross Domestic Product (GDP) experienced stagnation or contraction, such as manufacturing, agriculture, mining, and transportation & warehousing. Only the growth in trade and construction sectors as elements of GDP contributors outpaced their corresponding figures in the previous year.

Within this challenging global and national economic landscape, the national fertilizer industry had to contend with considerable pressure. The gap between production volumes and domestic demand in various countries, along with disruptions in global supply chains, has resulted in a decline in average selling prices for fertilizer products, including urea and ammonia. Additionally, Indonesia's dependency on imports of several key raw materials—such as Phosphate (P) and Potassium (K), which are not domestically available—poses its own challenges for the national fertilizer industry. Furthermore, growing awareness among stakeholders regarding the implementation of Environmental, Social & Governance (ESG) principles has increased the demand for environmentally friendly fertilizer products.

As the largest fertilizer producer in Indonesia, Pupuk Kaltim plays a strategic role in supporting the achievement of national food self-sufficiency, which aligns with the current vision of the Government of Indonesia. Pupuk Kaltim fully acknowledges this role and strives to contribute through both the fulfillment of subsidized fertilizer mandates and the implementation of agricultural ecosystem programs such as Makmur and *Agrosolution*.

At the same time, to address the growing demand for environmentally friendly fertilizer products, Pupuk Kaltim has begun exploring the development of a green ammonia project, which is expected to provide a sustainable solution for the fertilizer industry. In addition, digitization and production efficiency remain key strategies for Pupuk Kaltim in reducing its carbon footprint. Going forward, the







dihasilkan. Ke depan, permintaan akan produk-produk yang lebih ramah lingkungan akan meningkat seiring dengan target dekarbonisasi global. Untuk itu Pupuk Kaltim harus terus berinovasi untuk bisa menjadi salah satu yang terdepan dalam transformasi ini.

### **Fungsi Pengawasan Dewan Komisaris dan Hubungan Kerja dengan Direksi serta Pengawasan terhadap Implementasi Strategi Perusahaan**

Pembentukan organ Dewan Komisaris dan Direksi sebagai organ utama merupakan bagian dari kepatuhan terhadap peraturan dan perundang-undangan yang berlaku. Direksi berperan mengelola operasi dan bisnis perusahaan, sedangkan Dewan Komisaris memiliki peran untuk mengawasi pengelolaan operasi dan bisnis yang dijalankan Direksi.

Hubungan kerja antara kedua organ ini dibangun dengan saling menghormati antar keduanya. Terdapat batasan dari tanggung jawab dan peran yang dijalankan baik oleh Dewan Komisaris maupun Direksi. Dewan Komisaris bertugas melakukan pengawasan atas jalannya pengelolaan perusahaan oleh Direksi, memberi nasihat kepada Direksi, serta memastikan bahwa perusahaan melaksanakan prinsip *Good Corporate Governance* (GCG).

Dalam merancang dan merumuskan rencana kerja dan target, Dewan Komisaris berperan untuk memastikan bahwa aspirasi pemangku kepentingan, khususnya investor dan pemegang saham dapat terakomodasi dengan optimal. Selain itu, Dewan Komisaris melakukan pengawasan melalui rapat-rapat yang diadakan, baik rapat internal maupun rapat bersama dengan mengundang Direksi atau menghadiri undangan dari Direksi. Di sepanjang tahun 2024 Dewan Komisaris menggelar 12 kali rapat internal dan 12 kali rapat dengan mengundang Direksi. Rapat-rapat tersebut menjadi forum bagi Dewan Komisaris untuk melakukan evaluasi intensif dan mendalam terhadap berbagai hal terkait kinerja perusahaan, baik pencapaian target-target yang tertuang dalam Rencana Kerja dan Anggaran Perusahaan (RKAP), laporan kinerja rutin bulanan, investasi perusahaan, pembahasan untuk menindaklanjuti hasil rapat sebelumnya, program kerja dan rencana aksi bulanan, perkembangan GCG terutama pada aspek manajemen risiko dan pengendalian internal, tindak lanjut atas keputusan pemegang saham dan/atau hasil Rapat Umum Pemegang Saham (RUPS), penanganan permasalahan, sistem teknologi dan informasi, pengembangan Sumber Daya Manusia (SDM) dan ketenagakerjaan, pengembangan penerapan keberlanjutan, maupun hal-hal khusus lainnya.

demand for environmentally friendly products is projected to rise in line with global decarbonization targets. Therefore, Pupuk Kaltim must continue to innovate to remain at the forefront of this transformation.

### **The Supervisory Function of the Board of Commissioners and Working Relationship with the Board of Directors and Supervision of Corporate Strategy Implementation**

The establishment of the Board of Commissioners and the Board of Directors as the main corporate bodies is part of the Company's regulatory compliance. The Board of Directors is responsible for managing the Company's business and operations, while the Board of Commissioners oversees how the Board is managing the business.

The work relationship between these two bodies is built on mutual respect. There are clear boundaries regarding the responsibilities and roles undertaken by both the two Boards. The Board of Commissioners is tasked with overseeing the Company's management by the Board of Directors, providing advice to the Board of Directors, and ensuring that the Company adheres to the principles of Good Corporate Governance (GCG).

In designing and formulating work plans and targets, the Board of Commissioners ensures that the aspirations of stakeholders, particularly investors and shareholders, are optimally accommodated. Furthermore, the Board of Commissioners carries out its supervisory function through meetings, including internal meetings and joint meetings with the Board of Directors—either by inviting the Directors or by attending meetings upon the Directors' invitation. Throughout 2024, the Board of Commissioners held 12 internal meetings and 12 meetings involving the Board of Directors. These meetings served as forums for the Board of Commissioners to conduct in-depth evaluations of various matters related to the Company's performance, including achievement of targets as outlined in the Corporate Work Plan and Budget (RKAP), monthly performance reports, Company investments, follow-ups on previous meetings, monthly work programs and action plans, developments in GCG—particularly in the areas of risk management and internal control—follow-ups on shareholder decisions and/or General Meeting of Shareholders (GMS) resolutions, problem handling, information technology systems, human resources and employment matters, sustainability initiatives, and other specific issues.

Fungsi pengawasan yang dijalankan Dewan Komisaris merupakan bagian dari aspirasi dan amanat pemegang saham. Baik secara langsung maupun tidak langsung, Dewan Komisaris menjadi representasi atas kepentingan pemegang saham untuk mengawasi jalannya perusahaan yang dilakukan oleh Direksi. Oleh karena itu, kompetensi yang dimiliki anggota Dewan Komisaris diharapkan mampu untuk memberikan masukan kepada Direksi terkait arah dan strategi perusahaan; tentunya dengan batas-batas hak, wewenang dan kewajiban yang dimiliki Dewan Komisaris dan Direksi.

Di samping rapat-rapat sebagaimana telah dijelaskan di atas, fungsi pengawasan juga dilakukan Dewan Komisaris melalui kunjungan untuk mendapatkan perspektif langsung dari lapangan. Di sepanjang tahun 2024, Dewan Komisaris melakukan 1 (satu) kali kunjungan kerja ke Pekanbaru dan Dumai (26-28 Agustus 2024) yang hasil kunjungan kerja ini menjadi bahan bagi pengawasan atas pelaksanaan pengelolaan Perusahaan yang dilakukan oleh Direksi.

### Penilaian Kinerja Direksi dan Dasar Penilaiannya

Evaluasi atau penilaian kinerja Direksi dilakukan untuk melihat keberhasilan Direksi dalam menjalankan program dan pencapaian *Key Performance Indicator* (KPI) sebagaimana tertuang dalam Kontrak Manajemen tahun 2024 yang telah disahkan melalui RUPS tanggal 30 Januari 2024. Pencapaian KPI dalam kontrak manajemen tersebut dilaporkan secara berkala melalui laporan rutin yang disampaikan kepada pemegang saham.

The supervisory function carried out by the Board of Commissioners reflects the aspirations and mandate of the shareholders. Either directly or indirectly, the Board of Commissioners represents shareholder interests in overseeing the Company's operations by the Board of Directors. Therefore, the competencies of the former should contribute to providing input to the latter regarding the Company's strategic direction—pertaining to its strategy and direction within their agreed scopes of rights, authorities, and obligations.

In addition to the meetings described above, the Board of Commissioners also exercises its oversight function through site visits to gain direct perspectives on the ground. Throughout 2024, the Board of Commissioners conducted 1 (one) working visits to Pekanbaru dan Dumai (August 26-28, 2024), the outcomes of which served as a reference for supervising the Company's management implementation by the Board of Directors.

### Performance Assessment of the Board of Directors and the Basis for Assessment

The performance of the Board of Directors is appraised to measure how successful it is with its programs against the Key Performance Indicators (KPIs) as stipulated in the 2024 Management Contract ratified through the General Meeting of Shareholders (GMS) on January 30, 2024. The achievement of the KPIs outlined in the management contract is reported periodically through regular reports to the shareholders.

### Pencapaian Key Performance Indicator (KPI) Direksi Tahun 2024

Achievement of Key Performance Indicator (KPI) of the Board of Directors in 2024



Sebagaimana dapat dilihat dari bagan di atas, secara keseluruhan KPI Direksi mencatat skor realisasi sebesar 106,97 atau di atas dari bobot yang ditentukan sebesar

As illustrated in the chart above, the overall KPI realization score of the Board of Directors reached 106.97, exceeding the target weight of 100.00. Out of the four assessment





100,00. Dari 4 (empat) perspektif penilaian, 3 (tiga) di antaranya berhasil mencatat pencapaian di atas bobot, sedangkan 1 (satu) perspektif terbukukan di bawah bobot disebabkan oleh progres proyek Pabrik Amonia – Urea di Papua Barat yang sempat terkendala pengurusan perizinan pengadaaan lahan.

Selain itu, evaluasi atas kinerja Direksi juga ditentukan dari Tingkat Kesehatan Perusahaan. Berdasarkan Peraturan BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, disebutkan bahwa Tingkat Kesehatan Perusahaan bagi BUMN dan entitas anaknya menggunakan peringkat (*rating*) yang dilakukan oleh lembaga pemeringkat. Atas dasar Peraturan BUMN tersebut, Pupuk Kaltim menunjuk perusahaan pemeringkat PT Pemeringkat Efek Indonesia atau “Pefindo” untuk melakukan penilaian atas pemeringkatan perusahaan tahun 2024. Berdasarkan penilaian yang dilakukan Pefindo No. No. RC-654/PEF-DIR/V/2025 peringkat Pupuk Kaltim untuk tahun 2024 adalah “IdAAA Stable” atau Sangat Sehat.

Secara keseluruhan, kami dapat mengambil kesimpulan bahwa kinerja Direksi telah sesuai dengan aspirasi dari pemegang saham. Pengelolaan produksi berhasil menunjukkan hasil yang cukup baik, dengan pencapaian produksi di atas target yang ditetapkan. Belum tercapainya target pemasaran dan volume penjualan untuk produk urea dan amonia menjadi bagian dari evaluasi penting, yang pada akhirnya berimbas pada belum tercapainya target pendapatan. Meskipun demikian, Direksi berhasil melakukan efisiensi pada beban usaha, yang berdampak positif terhadap realisasi laba tahun berjalan.

Di sisi lain, Dewan Komisaris memandang adanya beberapa aspek strategis yang perlu menjadi perhatian untuk memastikan keberlanjutan dan daya saing perusahaan ke depan, yaitu:

- **Peningkatan Efisiensi Operasional di Tengah Dinamika Pasar**  
Direksi telah melakukan langkah-langkah strategis dalam menghadapi fluktuasi harga bahan baku dan energi, namun efisiensi operasional perlu lebih ditingkatkan dengan pendekatan berbasis data dan teknologi. Automasi, pemanfaatan *Artificial Intelligence* (AI) dalam rantai pasok, serta optimalisasi aset produksi dapat menjadi kunci dalam meningkatkan produktivitas tanpa harus bergantung pada perluasan kapasitas yang berbiaya tinggi.
- **Inovasi dan Diferensiasi Produk dalam Merespons Tren Keberlanjutan**  
Regulasi lingkungan global semakin ketat, dan ini menuntut perusahaan untuk tidak hanya mematuhi standar, tetapi juga menjadi pelopor dalam inovasi produk yang lebih ramah lingkungan. Direksi perlu lebih agresif dalam mengembangkan portofolio

perspectives, three recorded achievement scores above the target weight, while one perspective fell below the target due to delays in the Ammonia – Urea Plant project in West Papua, which faced obstacles related to land acquisition permits.

In addition, the evaluation of the Board of Directors' performance is also determined by the Company's Financial Health Rating. Referring to SOE Regulation No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Actions of State-Owned Enterprises, the financial health level of SOEs and their subsidiaries is assessed using a rating system carried out by a credit rating agency. In accordance with this regulation, Pupuk Kaltim appointed the credit rating agency PT Pemeringkat Efek Indonesia (Pefindo) to conduct the Company's rating assessment for 2024. Based on the assessment conducted by Pefindo No. RC-654/PEF-DIR/V/2025 Pupuk Kaltim's rating for 2024 was “IdAAA Stable” or Very Healthy.

Overall, we conclude that the performance of the Board of Directors has been in line with the expectations of the shareholders. Production management delivered satisfactory results, with output exceeding the stated targets. The underachievement in marketing targets and sales volume for urea and ammonia products remains a key area for evaluation, ultimately resulting in shortfall in revenue targets. Nevertheless, the Board of Directors managed to optimize operational costs, which positively impacted the Company's net profit realization.

On the other hand, the Board of Commissioners identifies several strategic aspects that require attention to ensure the Company's sustainability and competitiveness going forward, namely:

- **Enhancing Operational Efficiency Amid Market Dynamics**  
The Board of Directors has taken strategic measures to address fluctuations in raw material and energy prices; however, operational efficiency must be further improved through data- and technology-driven approaches. Automation, the use of Artificial Intelligence (AI) in the supply chain, and optimization of production assets can be key to increasing productivity without relying on high-cost capacity expansion.
- **Innovation and Product Differentiation in Response to Sustainability Trends**  
Global environmental regulations are becoming increasingly stringent, requiring the Company not only to comply with standards but also to take the lead in innovating more environmentally friendly products. The Board of Directors is expected to be more proactive





produk yang berorientasi pada keberlanjutan, seperti pupuk rendah emisi atau produk petrokimia berbasis bio, guna mempertahankan daya saing di pasar domestik dan internasional.

- Penguatan Kapabilitas SDM dan Budaya Adaptif

Tantangan industri tidak hanya bersifat eksternal tetapi juga internal, terutama dalam kesiapan SDM menghadapi transformasi bisnis. Direksi diharapkan mampu untuk lebih menekankan program peningkatan kompetensi, kepemimpinan yang *agile*, serta penguatan budaya inovatif agar organisasi lebih siap dalam menghadapi perubahan cepat dan ketidakpastian pasar.

### **Penerapan Tata Kelola Perusahaan dan Keberlanjutan serta Pengawasan Penerapan GCG oleh Dewan Komisaris**

Regulator yang berkomitmen terhadap terciptanya iklim dunia usaha yang sehat di Indonesia terus mendorong penerapan prinsip GCG sebagai nilai yang wajib dijalankan oleh setiap entitas usaha di Indonesia.

Pupuk Kaltim menyambut baik inisiatif tersebut, karena penerapan GCG terbukti memberikan dampak yang positif bagi keberlanjutan dunia usaha dan iklim investasi.

Sebagai organ yang bertugas melakukan pengawasan terhadap pelaksanaan penerapan GCG oleh Direksi, Dewan Komisaris memandang implementasi GCG di lingkup perusahaan terus mengalami peningkatan dari waktu ke waktu. Pengembangan perangkat kebijakan yang terus diperbaharui, hingga evaluasi dan pemantauan GCG, menjadi cerminan komitmen Direksi untuk menerapkan prinsip dan praktik GCG di seluruh elemen operasi dan bisnis perusahaan.

Salah satu perkembangan penting dari penerapan GCG yang dilakukan Pupuk Kaltim dilakukan melalui pembenahan organisasi berbasis manajemen risiko. Berdasarkan Peraturan Menteri BUMN RI No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN, dan surat dari entitas induk, PT Pupuk Indonesia (Persero) No. 22609/A/MR/B42/ET/2023 tanggal 21 September 2023, Pupuk Kaltim dikategorikan sebagai BUMN/Anak Perusahaan BUMN Sistemik A (Individu) berdasarkan dimensi ukuran yang dilihat dari total aset dan kompleksitas. Sebagai anak usaha BUMN dengan klasifikasi Sistemik A (Individu), Pupuk Kaltim wajib memenuhi ketentuan terkait keberadaan organ pengelola risiko. Untuk itu, di tahun 2024 Dewan

in developing a sustainability-oriented product portfolio, such as low-emission fertilizers or bio-based petrochemical products, to maintain competitiveness in both domestic and international markets.

- Strengthening Human Capital Capabilities and Adaptive Culture

Industry challenges are not only external but also internal—particularly in terms of human capital readiness to face business transformation. The Board of Directors is expected to place greater emphasis on competency development programs, agile leadership, and the strengthening of an innovative culture so that the organization is better equipped to face rapid change and market uncertainty.

### **Implementation of Corporate Governance and Sustainability, and the Board of Commissioners' Oversight of GCG Implementation**

Regulators committed to fostering a healthy business climate in Indonesia continue to promote the implementation of Good Corporate Governance (GCG) principles as a mandatory value for all business entities in the country.

Pupuk Kaltim fully supports this initiative, recognizing that GCG implementation has proven to have a positive impact on business sustainability and the investment climate.

As the body responsible for overseeing the implementation of GCG by the Board of Directors, we see that the Company's governance practices have shown continuous improvement over time. The development and periodic updates of policy frameworks, along with ongoing GCG evaluation and monitoring efforts, reflect the Board of Directors' strong commitment to embedding GCG principles and practices throughout all aspects of the Company's operations and business activities.

One of the key developments in Pupuk Kaltim's GCG implementation is the restructuring of the organization with a risk management-based approach. Referring to the Regulation of the Minister of SOEs of the Republic of Indonesia No. PER-2/MBU/03/2023 on Governance Guidelines and Significant Corporate Actions for SOEs, as well as a letter from the parent entity, PT Pupuk Indonesia (Persero) No. 22609/A/MR/B42/ET/2023 dated September 21, 2023, Pupuk Kaltim has been categorized as a Systemic A (Individual) SOE/Subsidiary based on its asset size and complexity. As a subsidiary with a Systemic A (Individual) classification, Pupuk Kaltim is required to establish a dedicated risk management governance structure. In response, in 2024, the Board of Commissioners decided





Komisaris mengambil langkah untuk memisahkan fungsi pengawasan manajemen risiko dari sebelumnya diemban oleh Komite GCG-Manajemen Risiko, Nominasi, Remunerasi, Pengembangan SDM dan Investasi menjadi Komite Pemantau Risiko dan Komite GCG, Nominasi, Remunerasi, Pengembangan SDM dan Investasi.

Dewan Komisaris juga menyambut baik penilaian penerapan GCG yang dilakukan, di mana Pupuk Kaltim secara sukarela melakukan penilaian dengan menggunakan penilaian sendiri atas penerapan Pedoman Umum Governansi Korporat Indonesia (PUGKI) yang dirilis oleh Komite Nasional Kebijakan *Governance* (KNKG), penilaian sendiri atas penerapan kerangka kerja ASEAN *Corporate Governance Scorecard* (ACGS), serta penilaian dari pihak independen atas *Corporate Governance Perception Index* (CGPI). Penggunaan metode penilaian ini diharapkan mampu untuk memberikan evaluasi menyeluruh atas penerapan GCG di lingkup Pupuk Kaltim menuju praktik terbaik.

Dewan Komisaris merekomendasikan Direksi untuk fokus memperkuat aspek pengungkapan informasi dan transparansi, serta aspek lainnya yang masih dapat dioptimalkan. Selain itu, peningkatan koordinasi antar fungsi manajemen dan penerapan praktik tata kelola yang lebih ketat perlu dioptimalkan guna menjaga dan meningkatkan kualitas GCG secara berkelanjutan. Direksi juga diharapkan dapat segera menyelesaikan *Area of Improvement* yang diidentifikasi dalam hasil penilaian GCG dengan menyusun rencana aksi yang terperinci.

Secara keseluruhan, Dewan Komisaris memberikan apresiasi atas komitmen perusahaan dalam mengembangkan konsep pembangunan berkelanjutan dalam kegiatan operasinya. Inisiatif penilaian penerapan ESG yang dilakukan oleh lembaga internasional Morningstar Sustainalytics diharapkan mampu membawa Pupuk Kaltim pada level yang berbeda.

Dewan Komisaris berharap, seluruh upaya untuk mengembangkan penerapan GCG dan keberlanjutan oleh Direksi turut memberikan fondasi yang kuat bagi pertumbuhan Pupuk Kaltim yang berkelanjutan bersama-sama seluruh pemangku kepentingan.

### Penilaian atas Kinerja Organ Pendukung Dewan Komisaris

Dalam menjalankan fungsi pengawasannya, Dewan Komisaris dibantu oleh 4 (empat) organ pendukung, sebagaimana terlihat pada bagan di bawah ini.

to separate the risk management oversight function from the GCG-Risk Management, Nomination, Remuneration, Human Capital Development, and Investment Committee, into Risk Monitoring Committee and GCG, Nomination, Remuneration, HR Development and Investment Committee.

The Board of Commissioners also welcomes the voluntary governance assessments carried out by Pupuk Kaltim, including self-assessments based on the Indonesian GCG Guidelines (PUGKI) issued by the National Committee on Governance Policy (KNKG), the ASEAN Corporate Governance Scorecard (ACGS), as well as independent assessments through the Corporate Governance Perception Index (CGPI). These assessment methods are expected to provide a comprehensive evaluation of GCG implementation at Pupuk Kaltim in line with best practices.

The Board of Commissioners recommends that the Board of Directors focus on strengthening disclosure and transparency, along with other areas that can still be optimized. In addition, improved coordination among management functions and the adoption of stricter governance practices are necessary to sustain and enhance GCG quality over the long term. The Board of Directors is also expected to promptly address the identified Areas of Improvement from the GCG assessment results by developing a detailed action plan.

Overall, the Board of Commissioners appreciates the Company's commitment to integrating sustainability principles into its operations. The ESG assessment initiative conducted by the international agency Morningstar Sustainalytics is expected to elevate Pupuk Kaltim's position to a higher level.

The Board of Commissioners hopes that all efforts undertaken by the Board of Directors to advance the implementation of GCG and sustainability will serve as a solid foundation for Pupuk Kaltim's sustainable growth alongside all stakeholders.

### Performance Assessments of the Board of Commissioners' Supporting Organs

In carrying out its supervisory function, the Board of Commissioners is assisted by four (4) supporting organs, as illustrated in the chart below.

## Organ Pendukung Dewan Komisaris

Supporting Organ of the Board of Commissioners



Sebagaimana telah disampaikan di atas, di tahun 2024 Dewan Komisaris membentuk organ baru, yaitu Komite Pemantau Risiko sebagai bagian dari kepatuhan atas status Sistemik A (Individu) sebagai pemisahan dari sebelumnya Komite GCG-Manajemen Risiko, Nominasi, Remunerasi, Pengembangan SDM, dan Investasi, untuk kemudian berubah menjadi Komite GCG, Nominasi, Remunerasi, Pengembangan SDM, dan Investasi.

Seluruh organ pendukung di atas memiliki peran penting bagi pelaksanaan fungsi pengawasan yang dijalankan oleh Dewan Komisaris. Penilaian kinerja terhadap organ pendukung dilakukan secara berkala dan menjadi dasar bagi Dewan Komisaris untuk meneruskan dan/atau mengangkat kembali anggota komite/organ pendukung. Penilaian kinerja organ pendukung dilakukan secara kuantitatif individu, mencakup beberapa hal seperti pemenuhan prasyarat dan latar belakang, kemampuan berhubungan dengan organ lainnya, pemahaman atas industri perusahaan dan pelaksanaan tugas yang dilakukan, tingkat kehadiran dalam rapat, penyampaian laporan rutin, dan hal-hal lain yang ditugaskan oleh Dewan Komisaris.

- Berdasarkan penilaian yang telah dilakukan, capaian kinerja Komite Audit pada tahun 2024 tercatat sangat baik, dengan rata-rata nilai minimal 92,00.
- Berdasarkan penilaian yang telah dilakukan, capaian kinerja Komite GCG, Nominasi, Remunerasi, Pengembangan SDM dan Investasi pada tahun 2024 tercatat sangat baik, dengan rata-rata nilai minimal 91,15.
- Berdasarkan penilaian yang telah dilakukan, capaian kinerja Sekretaris Dewan Komisaris pada tahun 2024 tercatat sangat baik, dengan rata-rata nilai minimal 91,88.

Untuk Komite Pemantau Risiko, di tahun 2024 Dewan Komisaris belum melakukan penilaian kinerja. Komite ini baru terbentuk pada 1 November 2024. Atas kinerja yang telah ditunjukkan seluruh organ pendukung, Dewan Komisaris menyampaikan terima kasih dan apresiasi yang setinggi-tingginya.

As stated above, in 2024 the Board of Commissioners set up a new supporting organ, the Risk Oversight Committee, in compliance with the company's classification as a Systemic A (Individual) entity. This committee was separated from the previously combined GCG-Risk Management, Nomination, Remuneration, HR Development, and Investment Committee, which has since been restructured and renamed the GCG, Nomination, Remuneration, Human Capital Development, and Investment Committee.

All supporting organs play a critical role in the execution of the supervisory function of the Board of Commissioners. Performance evaluations of these supporting organs are conducted regularly and serve as a reference for the Board of Commissioners in deciding on the continuation or reappointment of committee/supporting organ members. The performance assessment is carried out on an individual quantitative basis, covering criteria such as qualifications and background, ability to collaborate with other organs, understanding of the company's industry and task execution, attendance in meetings, submission of regular reports, and other assignments mandated by the Board of Commissioners.

- Based on the assessment conducted, the Audit Committee recorded an excellent performance in 2024, with an average score of at least 92.00.
- Based on the assessment conducted, the GCG, Nomination, Remuneration, Human Capital Development, and Investment Committee recorded an excellent performance in 2024, with an average score of at least 91.15.
- Based on the assessment conducted, the Secretary to the Board of Commissioners recorded an excellent performance in 2024, with an average score of at least 91.88.

As for the Risk Oversight Committee, the Board of Commissioners has not conducted a performance assessment for 2024, as this committee was only established on November 1, 2024. The Board of Commissioners extends its sincere appreciation and gratitude for the outstanding contributions and performance demonstrated by all supporting organs.







### **Pandangan atas Penerapan *Whistleblowing System* (WBS) Perusahaan dan Peran Dewan Komisaris dalam WBS Perusahaan**

Perusahaan memiliki Sistem Pelaporan Pelanggaran atau *Whistleblowing System* (WBS) yang memungkinkan pemangku kepentingan baik internal maupun eksternal untuk dapat menyampaikan pengaduan terkait adanya pelanggaran yang dilakukan anggota Dewan Komisaris, Direksi atau karyawan perusahaan. Merujuk pada Surat Edaran entitas induk, PT Pupuk Indonesia (Persero) No. 16/A/HK/A21/SE/2023 tentang Penyampaian Pedoman Sistem Manajemen Pelaporan Pelanggaran (*Whistleblowing Management System*), pengelolaan WBS dilakukan secara terintegrasi di tingkat entitas induk, PT Pupuk Indonesia (Persero). Sebagai bentuk ratifikasi, pada tahun 2024 telah disahkan Pedoman WBS terbaru melalui dokumen No. P-PKT-29 tanggal 10 Mei 2024.

Integrasi WBS dalam *Holding* BUMN Pupuk diperlukan agar kemandirian atas pengelolaan WBS di level Pupuk Kaltim dapat terjaga dengan baik. Di samping itu, integrasi ini juga akan memperkuat keberlanjutan di lingkup kelompok usaha *Holding* BUMN Pupuk, termasuk Pupuk Kaltim, agar proses bisnis dan penegakan etika bisnis dapat berjalan beriringan dan meminimalisir adanya benturan kepentingan di internal Pupuk Kaltim.

Di sepanjang tahun 2024, terdapat 9 (sembilan) laporan dugaan pelanggaran yang mencakup Pupuk Kaltim. Dari seluruh laporan tersebut, sebanyak 1 (satu) laporan selesai ditindaklanjuti, 2 (dua) laporan kategori aduan dugaan pelanggaran lain dan diteruskan ke Tim internal Lainnya yang menangani, 1 (satu) laporan dalam proses verifikasi TPA 2, 1 (satu) laporan dalam proses investigasi, 2 (dua) laporan tidak memenuhi persyaratan dan telah ditutup, 1 (satu) laporan tidak terbukti dan telah ditutup, dan 1 (satu) laporan bukan merupakan aduan pelanggaran.

Dewan Komisaris mendorong Direksi untuk terus melakukan sosialisasi atas keberadaan WBS ini dalam rangka memperkuat penegakan prinsip GCG dan etika bisnis di lingkup Pupuk Kaltim.

### **Perubahan Susunan Dewan Komisaris**

Atas dasar kebijakan penyegaran organisasi, di tahun 2024 pemegang saham memutuskan untuk melakukan perubahan susunan dengan kronologi perubahan susunan Dewan Komisaris adalah sebagai berikut.

### **Views on the Implementation of the Company's *Whistleblowing System* (WBS) and the Role of the Board of Commissioners in the Company's WBS**

The Company has established a *Whistleblowing System* (WBS) that enables both internal and external stakeholders to report alleged violations committed by members of the Board of Commissioners, the Board of Directors, or employees of the Company. Referring to Circular Letter No. 16/A/HK/A21/SE/2023 issued by the parent entity, PT Pupuk Indonesia (Persero), regarding the Guidelines for the *Whistleblowing Management System*, the WBS is managed in an integrated manner at the parent company level. As a form of ratification, the latest WBS Guidelines were formalized in 2024 through document No. P-PKT-29 dated 10 May 2024.

The integration of the WBS within the Pupuk SOE *Holding* is essential to ensure the independence of WBS management at the Pupuk Kaltim level. Additionally, this integration strengthens sustainability efforts within the business group, including Pupuk Kaltim, ensuring that business processes and ethical enforcement go hand in hand, while minimizing potential internal conflicts of interest.

Throughout 2024, a total of nine (9) reports of alleged violations related to Pupuk Kaltim were received. 1 (one) report has been resolved and followed up, 2 (two) reports were categorized as other alleged violations and referred to the respective internal handling teams, 1 (one) report is under TPA 2 verification, 1 (one) report is under investigation, 2 (two) reports did not meet requirements and have been closed, 1 (one) report was found unsubstantiated and has been closed, and 1 (one) report did not qualify as a violation complaint.

The Board of Commissioners encourages the Board of Directors to continuously raise awareness of the WBS to strengthen the enforcement of Good Corporate Governance (GCG) principles and business ethics across Pupuk Kaltim.

### **Changes in the Composition of the Board of Commissioners**

Based on the organizational refreshment policy, in 2024, the shareholders decided to apply changes to the composition of the Board of Commissioners with the following chronology.

## Kronologi Perubahan Susunan Dewan Komisaris di Sepanjang Tahun 2024

Chronology of Changes in the Composition of the Board of Commissioners Throughout 2024

| Periode 1 Januari 2024<br>s.d 4 Januari 2024<br>Period of January 1 to<br>4, 2024 |                                                                                                                     | Periode 4 Januari 2024<br>s.d 3 Juni 2024<br>Period of January 4 to<br>June 3, 2024 |                                                        | Periode 3 Juni 2024 s.d<br>25 November 2024<br>Period of June 3 to<br>November 25, 2024 |                                                        | Periode 25 November<br>2024 s.d 31 Desember<br>2024<br>Period of November 25<br>to December 31, 2024 |                                                        | Keterangan<br>Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|--------------------------------------------------------|-----------------------------------------------------------------------------------------|--------------------------------------------------------|------------------------------------------------------------------------------------------------------|--------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Nama<br>Name                                                                      | Jabatan<br>Position                                                                                                 | Nama<br>Name                                                                        | Jabatan<br>Position                                    | Nama<br>Name                                                                            | Jabatan<br>Position                                    | Nama<br>Name                                                                                         | Jabatan<br>Position                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Eka Sastra                                                                        | Plt. Komisaris<br>Utama/Komisaris<br>Independen<br>Acting President<br>Commissioner/<br>Independent<br>Commissioner | Eka Sastra                                                                          | Komisaris<br>Independen<br>Independent<br>Commissioner | Eka Sastra                                                                              | Komisaris<br>Independen<br>Independent<br>Commissioner | Eka Sastra                                                                                           | Komisaris<br>Independen<br>Independent<br>Commissioner | Jabatan Eka Sastra sebagai Plt. Komisaris<br>Utama berakhir dengan pengangkatan D.<br>Andhi Nirwanto sebagai Komisaris Utama<br>berdasarkan keputusan RUPS Luar Biasa<br>tanggal 4 Januari 2024.<br>Eka Sastra's tenure as Acting President<br>Commissioner ended with the appointment of<br>D. Andhi Nirwanto as President Commissioner,<br>pursuant to the resolution of the EGMS held on<br>January 4, 2024.                                                                                                                                                                   |
| Sigit<br>Hardwinarto                                                              | Komisaris<br>Commissioner                                                                                           | Sigit<br>Hardwinarto                                                                | Komisaris<br>Commissioner                              | Sigit<br>Hardwinarto                                                                    | Komisaris<br>Independen<br>Independent<br>Commissioner |                                                                                                      |                                                        | <ul style="list-style-type: none"> <li>Sigit Hardwinarto ditetapkan sebagai<br/>Komisaris Independen berdasarkan<br/>Keputusan RUPSLB tanggal 3 Juni 2024.</li> <li>Sigit Hardwinarto berhenti menjabat<br/>sebagai Komisaris berdasarkan keputusan<br/>RUPS Luar Biasa tanggal 25 November<br/>2024.</li> <li>Sigit Hardwinarto was appointed as<br/>Independent Commissioner based on the<br/>resolution of EGMS dated June 3, 2024.</li> <li>Sigit Hardwinarto ceased to serve as<br/>Commissioner based on the resolution of<br/>the EGMS dated November 25, 2024.</li> </ul> |
| Musthofa                                                                          | Komisaris<br>Commissioner                                                                                           | Musthofa                                                                            | Komisaris<br>Commissioner                              | Musthofa                                                                                | Komisaris<br>Independen<br>Independent<br>Commissioner | Musthofa                                                                                             | Komisaris<br>Independen<br>Independent<br>Commissioner | Musthofa ditetapkan sebagai Komisaris<br>Independen berdasarkan Keputusan RUPSLB<br>tanggal 3 Juni 2024.<br>Musthofa was appointed as Independent<br>Commissioner based on the resolution of<br>EGMS dated June 3, 2024.                                                                                                                                                                                                                                                                                                                                                          |
| Gustaaf AC<br>Patty                                                               | Komisaris<br>Commissioner                                                                                           | Gustaaf AC<br>Patty                                                                 | Komisaris<br>Commissioner                              | Gustaaf AC<br>Patty                                                                     | Komisaris<br>Independen<br>Independent<br>Commissioner | Gustaaf AC<br>Patty                                                                                  | Komisaris<br>Independen<br>Independent<br>Commissioner | Gustaaf AC Patty ditetapkan sebagai<br>Komisaris Independen berdasarkan<br>Keputusan RUPSLB tanggal 3 Juni 2024.<br>Gustaaf AC Patty was appointed as<br>Independent Commissioner based on the<br>EGMS Resolution dated June 3, 2024.                                                                                                                                                                                                                                                                                                                                             |
| Sukardi<br>Rinakit                                                                | Komisaris<br>Independen<br>Independent<br>Commissioner                                                              | Sukardi<br>Rinakit                                                                  | Komisaris<br>Independen<br>Independent<br>Commissioner | Sukardi<br>Rinakit                                                                      | Komisaris<br>Independen<br>Independent<br>Commissioner | Sukardi<br>Rinakit                                                                                   | Komisaris<br>Independen<br>Independent<br>Commissioner | Berdasarkan RUPSLB tanggal 3 Juni 2024<br>Sukardi Rinakit kembali diangkat untuk<br>periode masa jabatan kedua terhitung sejak<br>31 Mei 2024.<br>Based on the EGMS on June 3, 2024 Sukardi<br>Rinakit was re-appointed for the second term<br>of office starting from May 31, 2024.                                                                                                                                                                                                                                                                                              |
|                                                                                   |                                                                                                                     | D. Andhi<br>Nirwanto                                                                | Komisaris Utama<br>President<br>Commissioner           | D. Andhi<br>Nirwanto                                                                    | Komisaris Utama<br>President<br>Commissioner           | D. Andhi<br>Nirwanto                                                                                 | Komisaris Utama<br>President<br>Commissioner           | Andhi Nirwanto menjabat Komisaris Utama<br>berdasarkan keputusan RUPS Luar Biasa<br>tanggal 4 Januari 2024.<br>Andhi Nirwanto serves as President<br>Commissioner based on the resolution of the<br>EGMS dated January 4, 2024.                                                                                                                                                                                                                                                                                                                                                   |
|                                                                                   |                                                                                                                     |                                                                                     |                                                        |                                                                                         |                                                        | Etha Rimba<br>Paembonan                                                                              | Komisaris<br>Independen<br>Independent<br>Commissioner | Etha Rimba Paembonan menjabat Komisaris<br>Independen berdasarkan keputusan RUPS<br>Luar Biasa tanggal 25 November 2024.<br>Etha Rimba Paembonan serves as<br>Independent Commissioner based on the<br>resolution of the EGMS dated November 25,<br>2024.                                                                                                                                                                                                                                                                                                                         |





Dengan demikian, komposisi dan susunan Dewan Komisaris per 31 Desember 2024 adalah sebagai berikut.

Thus, the composition and structure of the Board of Commissioners as of December 31, 2024 is as follows.

### Susunan Dewan Komisaris per 31 Desember 2024

Composition of the Board of Commissioners as of December 31, 2024

| Nama<br>Name         | Jabatan<br>Position                                 | Dasar Pengangkatan<br>Basis for Appointment                                                                                                                | Masa Jabatan dan Periode<br>Jabatan<br>Term and Period of Office                                               |
|----------------------|-----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| D. Andhi Nirwanto    | Komisaris Utama<br>President<br>Commissioner        | Keputusan RUPS Luar Biasa 4 Januari 2024<br>Decision of the Extraordinary General Meeting of Shareholders dated January 4, 2024                            | 4 Januari 2024 s.d 24 Januari 2029, Periode Pertama<br>January 4, 2024 to January 24, 2029, First Period       |
| Musthofa             | Komisaris Independen<br>Independent<br>Commissioner | Keputusan RUPS Luar Biasa 23 April 2020<br>Decision of the Extraordinary General Meeting of Shareholders dated April 23, 2020                              | 27 April 2020 s.d 27 April 2025, Periode Pertama<br>April 27, 2020 to April 27, 2025, First Period             |
| Gustaaf AC Patty     | Komisaris Independen<br>Independent<br>Commissioner | Keputusan RUPS Luar Biasa 25 Agustus 2020<br>Decision of the Extraordinary General Meeting of Shareholders dated August 25, 2020                           | 25 Agustus 2020 s.d 25 Agustus 2025, Periode Pertama<br>August 25, 2020 to August 25, 2025, First Period       |
| Etha Rimba Paembonan | Komisaris Independen<br>Independent<br>Commissioner | Keputusan RUPS Luar Biasa 25 November 2024<br>Decision of the Extraordinary General Meeting of Shareholders dated November 25, 2024                        | 25 November 2024 s.d 25 November 2029, Periode Pertama<br>November 25, 2024 to November 25, 2029, First Period |
| Sukardi Rinakit      | Komisaris Independen<br>Independent<br>Commissioner | Periode Kedua: Keputusan RUPS tanggal 3 Juni 2024<br>Second Period: Resolution of the General Meeting of Shareholders dated June 3, 2024                   | 31 Mei 2024 s.d 31 Mei 2029, Periode Kedua<br>May 31, 2024 to May 31, 2029, Second Period                      |
|                      |                                                     | Periode Pertama: Keputusan RUPS Luar Biasa 31 Mei 2019<br>First Period: Resolution of the Extraordinary General Meeting of Shareholders dated May 31, 2019 | 31 Mei 2019 s.d 31 Mei 2024, Periode Pertama<br>May 31, 2019 to May 31, 2024, First Period                     |
| Eka Sastra           | Komisaris Independen<br>Independent<br>Commissioner | Keputusan RUPS Luar Biasa 25 Agustus 2020<br>Decision of the Extraordinary General Meeting of Shareholders dated August 25, 2020                           | 25 Agustus 2020 s.d 25 Agustus 2025, Periode Pertama<br>August 25, 2020 to August 25, 2025, First Period       |

Pada tanggal 22 April 2025, Musthofa selaku Komisaris Independen Perusahaan telah memasuki masa akhir jabatannya sejak pengangkatannya pada 23 April 2020 dan tidak lagi menjabat sebagai Komisaris Independen. Dengan demikian, susunan Dewan Komisaris saat ditandatangani laporan tahunan ini tertanggal 9 Mei 2025 adalah sebagai berikut:

- Komisaris Utama: D. Andhi Nirwanto
- Komisaris Independen: Gustaaf AC Patty
- Komisaris Independen: Etha Rimba Paembonan
- Komisaris Independen: Sukardi Rinakit
- Komisaris Independen: Eka Sastra

On April 22, 2025, Musthofa as the Company's Independent Commissioner has reached the end of his term of office since his appointment on April 23, 2020 and no longer serves as Independent Commissioner. Therefore, the composition of the Board of Commissioners as of the signing of this annual report dated May 9, 2025 is as follows:

- President Commissioner: D. Andhi Nirwanto
- Independent Commissioner: Gustaaf AC Patty
- Independent Commissioner: Etha Rimba Paembonan
- Independent Commissioner: Sukardi Rinakit
- Independent Commissioner: Eka Sastra

### Pandangan atas Prospek Usaha dan Proyeksi Kinerja Perusahaan Tahun 2025

Tantangan perekonomian tahun 2025 diprediksi masih belum banyak berubah dari kondisi tahun 2024. IMF dalam WEO edisi Januari 2025 memproyeksikan pertumbuhan perekonomian dunia sebesar 3,3%, atau sedikit lebih baik dibandingkan tahun 2024 sebesar 3,2%. Kebijakan proteksionis dan penerapan tarif pajak impor tinggi yang diberlakukan Amerika Serikat akan berdampak pada

### Views on Business Prospects and Company Performance Projection for the Year 2025

The economic challenges in 2025 are projected to remain largely unchanged from the conditions in 2024. In its January 2025 edition of the World Economic Outlook (WEO), the IMF forecasts global economic growth at 3.3%, slightly higher than 3.2% recorded in 2024. Protectionist policies and the imposition of high import tariffs by the United States will potentially trigger tariff wars, particularly



perang tarif khususnya dengan Tiongkok, serta dampak langsung atas inflasi, tatanan perdagangan dunia, serta rantai pasokan global.

Perekonomian Indonesia sendiri di tahun 2025 diharapkan dapat tumbuh 5,2%, yang terutama akan ditopang oleh bauran kebijakan fiskal dan moneter serta sektor keuangan. Konsumsi domestik diperkirakan masih kuat ditopang oleh inflasi yang terkendali dan penciptaan lapangan kerja. Akselerasi transformasi ekonomi terus ditingkatkan melalui revitalisasi industri termasuk hilirisasi dan ekosistem *Electric Vehicles* (EV), penguatan sektor jasa termasuk ekonomi kreatif dan digitalisasi, serta penguatan reformasi struktural untuk meningkatkan *ease of doing business*, dan memperkuat daya saing produk ekspor dan investasi.

Dewan Komisaris menyambut baik strategi *long term contract* dan *off-take agreement* yang dilakukan Pupuk Kaltim dengan sebagian pelanggan dalam memberikan jaminan terkait penjualan. Pupuk Kaltim memiliki keunggulan letak geografis yang lebih dekat untuk akses pasar Asia Tenggara dan Pasifik serta harga yang kompetitif di pasar internasional. Dalam mendukung penjualan ekspor dengan tujuan pasar Australia, Pupuk Kaltim telah melakukan sertifikasi *Level 1 Australian Quarantine and Inspection Service* (LIAQIS) untuk mendukung Australia menjadi eksportir utama gandum, yang diharapkan akan berdampak pada meningkatnya permintaan urea.

Secara keseluruhan, industri pupuk internasional pada tahun 2025 diperkirakan akan tumbuh dengan pesat, didorong oleh peningkatan permintaan pangan, inovasi teknologi ramah lingkungan, dan upaya kolaboratif dalam pengembangan energi terbarukan. Sejauh ini Asia menjadi pasar urea terbesar di dunia, dengan konsumsi lebih kurang 126 juta ton pada tahun 2024 atau lebih kurang 63% dari jumlah konsumsi global sebesar 199 juta ton. Asia juga merupakan kekuatan utama dalam peningkatan konsumsi Urea dalam beberapa tahun terakhir khususnya Tiongkok dan India.

with China, and have direct implications on inflation, the global trade order, and supply chains.

Indonesia expects a growth of 5.2%, primarily driven by a mix of fiscal and monetary policies and the financial sector. Domestic consumption is projected to remain strong, backed by controlled inflation and job creation. The next year will see a continued acceleration of economic transformation through industrial revitalization including downstreaming and development of the electric vehicle (EV) ecosystem, strengthening of the service sector such as creative economy and digitalization, and advancing structural reforms to improve the ease of doing business and enhance the competitiveness of exports and investments.

The Board of Commissioners welcomes Pupuk Kaltim's strategy of entering into long-term contracts and off-take agreements with several customers as a means of securing sales. Pupuk Kaltim benefits from a strategic geographic location that allows for closer access to Southeast Asian and Pacific markets, along with competitive pricing in the international market. To support export sales to Australia, Pupuk Kaltim has obtained Level 1 certification from the Australian Quarantine and Inspection Service (LIAQIS), reinforcing Australia's role as a major wheat exporter and potentially increasing urea demand.

Overall, the global fertilizer industry is expected to experience strong growth in 2025, driven by increasing food demand, eco-friendly technological innovation, and collaborative efforts in the development of renewable energy. Asia remains the largest urea market globally, with consumption reaching approximately 126 million tons in 2024, or about 63% of the global total of 199 million tons. China and India, in particular, have been the main contributors to the region's rising consumption in recent years.





Dewan Komisaris mengapresiasi berbagai proyeksi kinerja yang telah ditetapkan oleh Pupuk Kaltim. Pendekatan kehati-hatian menjadi penting, mengingat industri pupuk erat kaitannya dengan dinamika perekonomian global yang terus menunjukkan ketidakpastian. Dewan Komisaris berkomitmen untuk terus mendukung upaya Direksi dalam merumuskan berbagai langkah strategis untuk dapat mencapai target dan mengakomodasi aspirasi dari pemegang saham.

### Apresiasi

Kepada seluruh pemegang saham, Dewan Komisaris menghaturkan rasa terima kasih atas kepercayaan yang telah diberikan. Demikian pula kepada regulator dan seluruh pemangku kepentingan, Dewan Komisaris menyampaikan rasa terima kasih sebesar-besarnya atas dukungan yang telah diberikan. Kepada Direksi dan karyawan, izinkan Dewan Komisaris menyampaikan rasa bangga atas kerja keras yang telah ditunjukkan di tengah situasi yang masih diliputi ketidakpastian. Semoga seluruh kerja keras kita semua mampu membawa Pupuk Kaltim untuk dapat tumbuh secara berkelanjutan, dan mampu terus memberikan nilai tambah kepada pemegang saham dan segenap pemangku kepentingan.

The Board of Commissioners appreciates the performance projections set by Pupuk Kaltim. A cautious approach remains critical, given the fertilizer industry's close ties to the ever-volatile global economic landscape. The Board remains committed to supporting the Board of Directors in formulating strategic measures to achieve corporate targets and accommodate shareholder aspirations.

### Appreciation

The Board of Commissioners extends its sincere gratitude to all shareholders for the trust that has been placed in us. We also express our deepest appreciation to the regulators and all stakeholders for their continued support. To the Board of Directors and all employees, the Board conveys its pride and heartfelt thanks for the dedication and hard work demonstrated amidst ongoing uncertainty. May our collective efforts enable Pupuk Kaltim to achieve sustainable growth and continue delivering added value to shareholders and all stakeholders.

Jakarta, 9 Mei 2025  
Jakarta, May 9, 2025

Atas nama Dewan Komisaris PT Pupuk Kalimantan Timur,  
On behalf of the Board of Commissioners of PT Pupuk Kalimantan Timur,



**D. Andhi Nirwanto**  
Komisaris Utama  
President Commissioner



# Laporan **Direksi**

Report of the Board of Directors



**Budi Wahyu Soesilo**

**Direktur Utama**  
President Director







**Pemegang Saham dan Pemangku Kepentingan yang terhormat,**  
Dear Respected Shareholders and Stakeholders,

**Berfokus pada strategi yang tepat menjadi kunci penting untuk dapat menciptakan nilai tambah dalam rantai nilai dan proses bisnis Pupuk Kaltim.**

Focusing on the right strategy is an important key to creating added value in Pupuk Kaltim's value chain and business processes.

PT Pupuk Kalimantan Timur menyadari, bahwa industri pupuk menghadapi berbagai tantangan, salah satunya yang disebabkan oleh dinamika perekonomian global. Tantangan tersebut tidak hanya menuntut kita untuk terus beradaptasi, tetapi juga terus berinovasi agar tetap bisa bersaing. Di tengah tantangan tersebut, Pupuk Kaltim tetap berkomitmen untuk mendukung agenda strategis Pemerintah Indonesia, terutama memperkuat ketahanan pangan nasional dan mewujudkan swasembada pangan. Dalam semangat kolaborasi dan langkah adaptif Perusahaan dalam mendukung berbagai agenda prioritas pemerintah tersebut, izinkan saya mewakili Direksi dan seluruh karyawan Pupuk Kaltim dalam menyampaikan laporan tentang kinerja Perusahaan di tahun 2024.

#### **Langkah Adaptif dan Kebijakan Strategis serta Pencapaian Tahun 2024**

Industri pupuk tentunya tak terlepas dari pengaruh dinamika perekonomian dunia yang terjadi selama 2024. Kebijakan Tiongkok yang memprioritaskan produksi pupuk untuk kebutuhan dalam negeri dan meningkatnya produksi pupuk dalam negeri India telah menyebabkan penurunan signifikan pada harga rata-rata FOB Fertecon untuk produk urea. Demikian pula pasar amonia internasional khususnya di Asia Tenggara sepanjang tahun 2024 mengalami penurunan harga yang cukup dalam. Penurunan harga tersebut diakibatkan oleh

PT Pupuk Kalimantan Timur is aware of the numerous challenges the fertilizer industry has had to contend with nowadays, such as the increasingly dynamic global economy. The challenges have prompted us to remain adaptive and innovative in order to stay competitive. Amid these challenges, Pupuk Kaltim continues to deliver on its commitment to supporting the Indonesian Government's strategic agenda to strengthen national food security and realize food self-sufficiency. In the spirit of collaboration and adaptive stance towards the agenda, allow me, on behalf of the Board of Directors and all employees of Pupuk Kaltim, to deliver a report on the Company's performance in 2024.

#### **Adaptive Steps and Strategic Policies and Achievements in 2024**

It was pretty obvious that the domestic fertilizer industry could not escape the influence of the world economy dynamics brought about by the year 2024. China's policy of prioritizing fertilizer production for its domestic demand and the increasingly high domestic fertilizer production in India caused a drastic decline in the average FOB Fertecon price for urea products. The same trend was seen in the international ammonia market as the year unfolded, especially in Southeast Asia. Such a drastic price decline was largely caused by oversupply in the global ammonia

pasokan amonia global yang mengalami *oversupply* karena adanya penambahan kapasitas baru di Tiongkok sebesar 5,3 juta ton dari total penambahan kapasitas secara global sebesar 6,1 juta ton.

Produk pupuk di Indonesia menjadi komoditas yang sangat strategis untuk mendorong produktivitas dan pertanian di Indonesia. Oleh karena itu, pemerintah mengeluarkan berbagai regulasi terkait pupuk guna memastikan kelancaran pasokan di dalam negeri. Industri pupuk nasional secara keseluruhan dikategorikan dalam 2 (dua) pasar utama, yang terdiri dari sektor *Public Service Obligation* (PSO) dan Non PSO atau komersial.

Pada sektor PSO, pupuk disalurkan melalui skema subsidi, di mana PT Pupuk Indonesia (Persero) selaku *Holding* BUMN Pupuk ditugaskan untuk menyalurkan pupuk subsidi Urea dan NPK sesuai alokasi yang ditetapkan oleh Pemerintah Indonesia, yaitu sejumlah 9,5 juta ton. Pemerintah juga mengatur 9 (sembilan) komoditas strategis yang berhak mendapatkan pupuk subsidi antara lain: subsektor tanaman pangan dengan jenis tanaman padi, jagung dan kedelai; subsektor hortikultura dengan jenis tanaman cabai, bawang merah dan bawang putih; dan terakhir subsektor tanaman perkebunan dengan jenis tanaman tebu rakyat, kakao, dan kopi.

Sementara itu, sektor Non PSO atau sektor komersial menjadi pangsa pasar yang memiliki kompetisi usaha yang cukup ketat di Indonesia. Sektor Non PSO kebanyakan dipasarkan untuk mendukung sektor perkebunan seperti sawit, kopi, dan juga komoditas hortikultura seperti buah-buahan, sayur dan tanaman lainnya. Sebagai produsen pupuk urea terbesar di Asia Tenggara, Pupuk Kaltim berkomitmen untuk memenuhi kebutuhan pupuk nasional, baik PSO maupun Non PSO guna mendukung produktivitas pertanian dan program prioritas pemerintah di bidang ketahanan pangan.

Selain memastikan ketersediaan pupuk, Pupuk Kaltim juga menjalankan program "Makmur" yang bertujuan meningkatkan produktivitas pertanian di wilayah tertentu. Dalam program itu, Perusahaan berperan membantu petani di lapangan dari awal penggarapan tanah hingga selesai panen, termasuk sebagai penyedia pupuk dan juga sebagai penyedia layanan pendampingan dengan melibatkan ahli pertanian yang direkrut khusus.

Di tengah kondisi perekonomian dan industri pupuk dunia yang menantang, Pupuk Kaltim juga berupaya untuk terus mewujudkan penciptaan nilai tambah dalam seluruh operasi dan bisnis yang dijalankan. Untuk itu, Perusahaan memperkuat strategi bisnisnya melalui 3 (tiga) pilar utama, yaitu keunggulan operasional dan rantai pasok, diversifikasi bisnis, serta perluasan jangkauan pasar.

supply chain due to the total global capacity addition of 6.1 million tons, of which as many as 5.3 million tons were the contribution of China alone.

Fertilizer products are a very strategic commodity in Indonesia for the role they play in boosting the nation's productivity and agriculture. Therefore, the government has passed various fertilizer-related regulations to ensure seamless domestic supply. The national fertilizer industry as a whole is categorized into 2 (two) main markets, consisting of the Public Service Obligation (PSO) and Non-PSO or commercial sectors.

In the PSO sector, fertilizers are distributed under a subsidy scheme, where PT Pupuk Indonesia (Persero) as the Holding of SOE in fertilizer production is tasked with distributing subsidized Urea and NPK fertilizers according to the allocation set by the Indonesian Government at 9.5 million tons for this year. The Government also regulates 9 (nine) strategic commodities that are entitled to subsidized fertilizers, including: the food crop subsector with types of rice, corn and soybeans; the horticulture subsector with types of chili, shallots and garlic; and finally the plantation subsector with types of people's sugar cane, cocoa, and coffee.

Meanwhile, the Non-PSO sector or commercial sector is a market share in Indonesia where the business competition is fairly tight. The Non-PSO sector is mostly marketed to support the plantation sector such as palm oil, coffee, and also horticultural commodities such as fruits, vegetables and other plants. As the largest urea fertilizer producer in Southeast Asia, Pupuk Kaltim has a commitment to meeting national fertilizer needs, both PSO and Non-PSO to support agricultural productivity and government priority programs in the field of food security.

In addition to ensuring the availability of fertilizer, Pupuk Kaltim also runs the "Makmur" program to increase agricultural productivity in designated regions. In this program, the Company assists farmers from the beginning of land cultivation to the end of the harvesting season with its roles as both a fertilizer provider and a provider of coaching services where recruited agricultural experts are involved.

In the midst of challenging economic conditions and the world fertilizer industry, Pupuk Kaltim has been consistent in creating added value in all of its business and operations. This has involved strengthening its business strategy built on 3 (three) main pillars: operational and supply chain excellence, business diversification, and market reach expansion.





## Pilar Utama Strategi Bisnis Pupuk Kaltim

### Pupuk Kaltim's Main Pillar of Business Strategy

**Keunggulan Operasional  
dan Rantai Pasok**  
Operational and Supply  
Chain Excellence

**Diversifikasi Bisnis**  
Business Diversification

**Perluasan  
Jangkauan Pasar**  
Market Reach Expansion

Keunggulan operasi dan rantai pasok menjadi kunci penting dalam rantai nilai yang dikembangkan Pupuk Kaltim. Dalam operasi dan bisnis yang dijalankan, kami memastikan penggunaan energi yang efisien, serta optimalisasi seluruh infrastruktur. Di samping itu, Perusahaan juga terus mengembangkan hilirisasi bisnis petrokimia, serta meningkatkan kapasitas produksi untuk memenuhi permintaan pupuk yang terus meningkat.

Untuk memastikan strategi di atas dapat berjalan lancar dalam menopang keberhasilan jangka panjang, Pupuk Kaltim melakukan pengembangan Sumber Daya Manusia (SDM) melalui sejumlah pendekatan strategis, termasuk perencanaan suksesi posisi Perusahaan dan penyesuaian struktur organisasi, identifikasi talenta terbaik melalui program *talent acquisition*, serta pelatihan dan pengukuran kinerja.

Tak lupa tentunya transformasi digital menjadi langkah penting dalam mewujudkan operasi dan bisnis yang efektif, transparan, akuntabel. Pupuk Kaltim melakukan transformasi digital mulai dari bidang produksi (*Smart Production*) hingga distribusi (*Smart Distribution*). Dalam rangka mencapai *Smart Production*, Pupuk Kaltim berupaya terus meningkatkan *reliability*, *productivity* dan efisiensi energi dan memaksimalkan pengolahan limbah menuju industri hijau. Pada implementasi *Smart Distribution* melalui *Distribution Planning and Control System* (DPCS), Pupuk Kaltim terus mendukung *Sustainable Agriculture* melalui penerapan *Precision Farming* menggunakan aplikasi Precipalm.

Dengan fasilitas 5 (lima) pabrik amoniak dan 5 (lima) pabrik urea masing-masing berkapasitas produksi sebesar 2,74 juta ton amonia per tahun dan 3,43 juta ton urea per tahun, Pupuk Kaltim menjadi produsen pupuk urea dengan kapasitas terbesar di Asia Tenggara dan terbesar keempat di Asia Pasifik. Selain itu, Perusahaan juga mengoperasikan pabrik NPK dengan kapasitas 300 ribu ton per tahun.

Rencana pengembangan Pupuk Kaltim lebih jauh terus dilakukan, khususnya dengan keberadaan pabrik dan fasilitas pendukung yang berada di dalam sebuah kawasan industri yang dilengkapi dengan sistem terintegrasi. Keunggulan sistem terintegrasi antara lain

Operational and supply chain excellence is key in the value chain Pupuk Kaltim has recently developed. In our business and operations, we've always ensured efficient energy consumption and optimized all our infrastructure. We've gone even further by continuously developing downstream petrochemical businesses while increasing production capacity to meet the increasing demand for fertilizers.

To ensure seamless execution of the above strategies for long-term success, Pupuk Kaltim is developing Human Resources (HR) through strategic approaches, including planning for the Company's rank succession and adjusting the organizational structure, identifying the best talent through talent acquisition programs, and training and performance measurement.

Let us point out here that digital transformation is a key step in realizing effective, transparent, and accountable business and operations. Pupuk Kaltim is making a digital transformation from Smart Production to Smart Distribution. To achieve smart production, Pupuk Kaltim strives to continue improving reliability, productivity, and energy efficiency while maximizing waste processing for green industry. In the implementation of Smart Distribution through the Distribution Planning and Control System (DPCS), Pupuk Kaltim supports sustainable agriculture through precision farming using the Precipalm application.

With 5 (five) ammonia factories and 5 (five) urea factories with respectively a yearly production capacity of 2.74 million tons of ammonia and 3.43 million tons of urea, Pupuk Kaltim is now a urea fertilizer producer with the largest capacity in Southeast Asia and the fourth largest in the Asia Pacific. That figure excludes our NPK factory, which has a capacity of 300 thousand tons per year.

Pupuk Kaltim has further expanded its development plan, especially its existing factories and supporting facilities that are located in industrial estates and equipped with an integrated system. The advantages of an integrated system include ensuring reliability and flexibility so that



menjamin keandalan dan fleksibilitas sehingga pabrik dapat beroperasi secara optimal dan efisien, serta dapat menyesuaikan kebutuhan pasar. Tak hanya itu, Pupuk Kaltim juga memiliki laboratorium yang terakreditasi oleh Komite Akreditasi Nasional (KAN), serta pelabuhan khusus di Bontang, Kalimantan Timur, dengan 6 (enam) dermaga untuk melayani kapal-kapal dengan komoditi bahan baku dan/atau pupuk *in bag* dan *in bulk*, batu bara, general cargo, serta amonia.

Hingga akhir tahun 2024, Pupuk Kaltim memproduksi 2 (dua) jenis pupuk urea, yaitu urea prill dan urea granul untuk memenuhi kebutuhan pelanggan, khususnya di sektor pertanian dan perkebunan. Untuk NPK, Pupuk Kaltim memproduksi 2 (dua) jenis pupuk NPK, yaitu pupuk NPK *Blending* dan pupuk NPK *Fusion* dengan fleksibilitas komposisi kandungan produk sesuai dengan kebutuhan pelanggan. Seluruh pabrik telah mengadopsi teknologi mutakhir dari berbagai lisensi dengan tingkat efisiensi tinggi.

Untuk mencapai kinerja unggul dan produktivitas yang efektif, di tahun 2024 Pupuk Kaltim menerapkan sejumlah strategi produksi, di antaranya:

1. Meningkatkan *agility* dalam menghadapi berbagai dinamika, baik internal seperti operasional pabrik dan kondisi utilitas gudang, maupun dari faktor eksternal seperti harga pasar dan ketersediaan transportasi.
2. Pemanfaatan *Fly Ash* dan *Bottom Ash* (FABA) yang berasal dari kegiatan operasional *boiler* batu bara sebagai *filler* bahan baku NPK *Fusion* untuk meningkatkan nilai ekonomis FABA dan menghemat konsumsi *clay*.
3. Peningkatan *supply chain excellence* untuk memastikan pasokan bahan baku, bahan penolong dan batu bara yang sesuai spesifikasi melalui *smart production* "safe and clean operation for excellence performance".
4. Peningkatan kinerja operasional dengan penerapan Teknologi Informasi (TI) yang mengintegrasikan serta menambah berbagai aplikasi yang selaras dengan industri 4.0.
5. Implementasi berkelanjutan Sistem Manajemen Energi (SMEn) berbasis ISO 50001:2018, Sistem Manajemen Lingkungan berbasis ISO 14001:2015, Sistem Manajemen K3 berbasis ISO 45001:2015 dan Sistem Manajemen Mutu ISO 17025:2017 untuk menjamin *continuous improvement*.
6. Fleksibilitas produksi melalui perencanaan produksi produk komersial yang optimal atas produk-produk Pupuk Kaltim sehingga dapat memenuhi kebutuhan pelanggan serta meningkatkan profitabilitas.
7. Melaksanakan program Production System dengan melakukan kajian terhadap seluruh proses kerja Sistem Manajemen Produksi disesuaikan dengan

the factory can operate optimally and efficiently and adjust to market needs. Not only that, Pupuk Kaltim also has a laboratory accredited by the National Accreditation Committee (KAN), as well as a special port in Bontang, East Kalimantan, with 6 (six) docks to serve ships with raw material commodities and/or fertilizers in bags and in bulk, coal, general cargo, and ammonia.

Until the end of 2024, Pupuk Kaltim produced 2 (two) types of urea fertilizer: urea prill and urea granules to meet customer needs, especially in the agricultural and plantation sectors. For NPK, Pupuk Kaltim produced 2 (two) types of NPK fertilizers, namely NPK Blending fertilizer and NPK Fusion fertilizer with flexible product content composition according to customer needs. All factories have adopted the latest technology from various licenses with high-efficiency levels.

To achieve excellent performance and effective productivity, Pupuk Kaltim executed a number of production strategies in 2024, including:

1. Increasing agility in dealing with various dynamics, both internal such as factory operations and warehouse utilization conditions, as well as from external factors such as market prices and transportation availability.
2. Utilization of Fly Ash and Bottom Ash (FABA) from coal boiler operations as fillers for NPK Fusion raw materials to increase the economic value of FABA and save clay consumption.
3. Increasing supply chain excellence to ensure the supply of raw materials, auxiliary materials, and coal according to specifications through smart production "safe and clean operation for excellent performance".
4. Improving operational performance by implementing Information Technology (IT) that integrates and adds various applications that are in line with Industry 4.0.
5. Continuous implementation of the Energy Management System (SMEn) based on ISO 50001:2018, Environmental Management System based on ISO 14001:2015, OHS Management System based on ISO 45001:2015, and Quality Management System ISO 17025:2017 to ensure continuous improvement.
6. Production flexibility through optimal commercial product production planning for Pupuk Kaltim products in order to meet customer needs and increase profitability.
7. Implementing the Production System program by conducting a study of the entire work process of the Production Management System in accordance with





Standar Sistem Manajemen Aset ISO 55001 sehingga disepakati menjadi Sistem Manajemen Produksi (SIMPRO 2.0), di mana program ini berfokus melakukan *alignment* tujuan Perusahaan terhadap seluruh proses kerja dengan menyusun modul proses kerja dan melakukan *update* seluruh prosedur di Direktorat Operasi.

8. Peningkatan kualitas produk dengan melakukan:
  - a. Meningkatkan penerapan Sistem Manajemen Mutu (SMM) berbasis ISO 9001:2015 secara konsisten yang mengakomodasi kriteria-kriteria terkini.
  - b. Secara berkesinambungan melakukan *monitoring* dan perbaikan atas matriks atau *Key Operating Parameter* (KOP).
  - c. Peningkatan kualitas produk yang dihasilkan dengan memenuhi standar 6 T (Tepat Mutu, Tepat Jumlah, Tepat Jenis, Tepat tempat, Tepat Waktu, dan Tepat Harga), layanan yang diterima pelanggan dengan kondisi prima, serta dilakukan evaluasi berkala melalui rapat Tim Pengendalian Mutu Produk (TPMP).
  - d. Meningkatkan kualitas Produk UFC dengan melakukan Optimasi Kondisi Operasi UFC sebagai upaya menurunkan kadar Air pada Produk Urea sehingga kualitasnya meningkat.
9. Melakukan persiapan-persiapan untuk memproduksi varian pupuk yang baru sebagai inovasi produksi untuk memenuhi kebutuhan konsumen serta meningkatkan produktivitas pertanian.

Di samping itu, Perusahaan juga terus berupaya melakukan ekspansi bisnis melalui pengembangan berbagai proyek, dengan pengelolaan investasi menggunakan dana berasal dari internal Perusahaan. Kemajuan pengembangan proyek tahun 2024 adalah:

1. **Penyiapan Lahan Industri Tahap-2**  
Pupuk Kaltim melakukan kegiatan penyiapan lahan industri dengan tujuan agar Perusahaan memiliki lahan industri yang siap digunakan untuk proyek-proyek pengembangan ke depan seperti proyek NPK maupun proyek lainnya. Pada bulan Mei 2024 progress EPC lahan industri telah selesai 100% dan hingga akhir tahun 2024 sedang dilakukan penyelesaian beberapa hal yang tertunda serta dan penyusunan dokumen *Close Out Report* (COR).
2. **Revamping Amoniak Pabrik-2**  
Dalam upaya untuk menurunkan konsumsi energi pabrik urea dan amonia, Pupuk Kaltim melakukan program peremajaan atau *Revamping* Amoniak Pabrik-2, dengan target dapat menurunkan konsumsi energi dalam produksi amonia sebesar 4,00 MMBtu. Proyek ini telah berlangsung sejak November 2023, dan hingga Desember 2024 kemajuan pembangunan

the ISO 55001 Asset Management System Standard so that it is agreed to become a Production Management System (SIMPRO 2.0), where this program focuses on aligning company objectives with the entire work process by compiling work process modules and updating all procedures in the Operations Directorate.

8. Improving product quality by doing the following:
  - a. Improving the implementation of the Quality Management System (QMS) based on ISO 9001:2015 consistently so as to accommodate the latest criteria.
  - b. Continuously monitoring and improving the matrix or Key Operating Parameter (KOP).
  - c. Improving the quality of products produced by meeting the 6 T standards (Right Quality, Right Quantity, Right Type, Right Place, Right Time, and Right Price), services received by customers in prime condition, and periodic evaluations are carried out through Product Quality Control Team (TPMP) meetings.
  - d. Improving the quality of UFC products by optimizing UFC operating conditions in an effort to reduce the water content in Urea products for higher quality.
9. Making preparations to produce new fertilizer variants as production innovations to meet consumer needs and increase agricultural productivity.

In addition, the company continues to strive to expand its business through the development of various projects, with investment management using funds from within the company. The progress of project development in 2024 is:

1. **Preparation of Industrial Land Phase-2**  
Pupuk Kaltim carries out industrial land preparation activities with the aim that the company has industrial land that is ready to be used for future development projects such as NPK projects and other projects. In May 2024, the EPC progress of the industrial land was 100% complete and until the end of 2024, several pending matters were being resolved and the Close Out Report (COR) document was being prepared.
2. **Revamping Ammonia Factory-2**  
In an effort to reduce energy consumption of urea and ammonia factories, Pupuk Kaltim is carrying out a rejuvenation program or Revamping Ammonia Factory-2, with a target of reducing energy consumption in ammonia production by 4.00 MMBtu. This project has been ongoing since November 2023, and until December 2024, the progress of the physical



fisik proyek mencapai 51,70%. Realisasi anggaran untuk proyek *Revamping Amoniak Pabrik-2* di tahun 2024 sebesar Rp335 miliar yang digunakan untuk pembayaran atas EPC proyek.

3. Pabrik Amoniak-Urea Papua

Pupuk Kaltim berupaya mengembangkan rantai pasokan yang efektif dan efisien, di mana hal ini diwujudkan melalui Pabrik Amonia-Urea di Papua Barat. Keberadaan fasilitas pabrik di wilayah tersebut dilakukan untuk mendekati sumber gas alam di wilayah timur Indonesia yang melimpah dengan harga yang lebih kompetitif. Realisasi anggaran pembangunan Pabrik Amonia-Urea Papua Barat tahun 2024 mencapai Rp132 miliar yang digunakan untuk pembangunan infrastruktur atau fasilitas groundbreaking, serta untuk persiapan proyek, meliputi penyusunan Detail Engineering Design (DED) Infrastruktur, Term of Reference (TOR), Project Specification, serta pengurusan perizinan pengadaan lahan untuk proyek Papua.

4. Pabrik Soda Ash

Pembangunan Pabrik *Soda ash* sebagai salah satu strategi Perusahaan dalam melakukan diversifikasi produk amoniak dan menjalankan program dekarbonisasi untuk menurunkan emisi CO<sub>2</sub> sebesar 174.000 ton per tahun, serta untuk menurunkan ketergantungan produk impor soda ash Indonesia. Realisasi anggaran untuk persiapan pembangunan Pabrik Soda Ash tahun 2024 sebesar Rp39 miliar, terdiri atas proses penyiapan lahan soda ash dan kegiatan tender serta penyusunan *draft* kontrak *Engineering, Procurement and Construction* (EPC).

Untuk dapat memenuhi modal kerja serta investasi proyek yang cukup besar, Pupuk Kaltim berupaya mengelola struktur modalnya sebagai bagian dari pengelolaan keuangan berkelanjutan. Hingga akhir tahun 2024, struktur permodalan Pupuk Kaltim menunjukkan aspek fundamental yang cukup kuat, di mana komposisi pinjaman berbunga seperti pinjaman modal kerja dan utang jangka panjang jatuh tempo berbanding ekuitas atau permodalan sendiri sebesar 5,3 : 94,6 atau menguat dari tahun sebelumnya sebesar 0,6 : 99,4. Penurunan utang berbunga Perusahaan terutama diperoleh dari pelunasan sejumlah pinjaman jangka pendek. Besarnya komposisi ekuitas atau permodalan sendiri menunjukkan kemampuan Pupuk Kaltim untuk lebih leluasa dalam melakukan investasi proyek dan ekspansi bisnis.

construction of the project reached 51.70%. The budget realization for the *Revamping Ammonia Factory-2* project in 2024 was IDR 335 billion, which was used for payment for the project's EPC.

3. Papua Ammonia-Urea Factory

Pupuk Kaltim seeks to develop an effective and efficient supply chain, which is realized through the Ammonia-Urea Factory in West Papua. The existence of factory facilities in the region is done to approach the abundant natural gas sources in eastern Indonesia at more competitive prices. The realization of the West Papua Ammonia-Urea Factory construction budget in 2024 reached Rp132 billion, which was used for infrastructure development or groundbreaking facilities, as well as for project preparation, including the preparation of the Infrastructure Detail Engineering Design (DED), Term of Reference (TOR), Project Specification, and the management of land acquisition permits for the Papua project.

4. Soda Ash Factory

The construction of the Soda Ash Factory is one of the company's strategies for diversifying ammonia products and implementing a decarbonization program to reduce CO<sub>2</sub> emissions by 174,000 tons per year, as well as to reduce reliance on imported Indonesian soda ash products. The budget realization for the preparation of the construction of the Soda Ash Factory in 2024 was Rp39 billion, consisting of the process of preparing the soda ash land and tender activities as well as drafting the Engineering, Procurement, and Construction (EPC) contract.

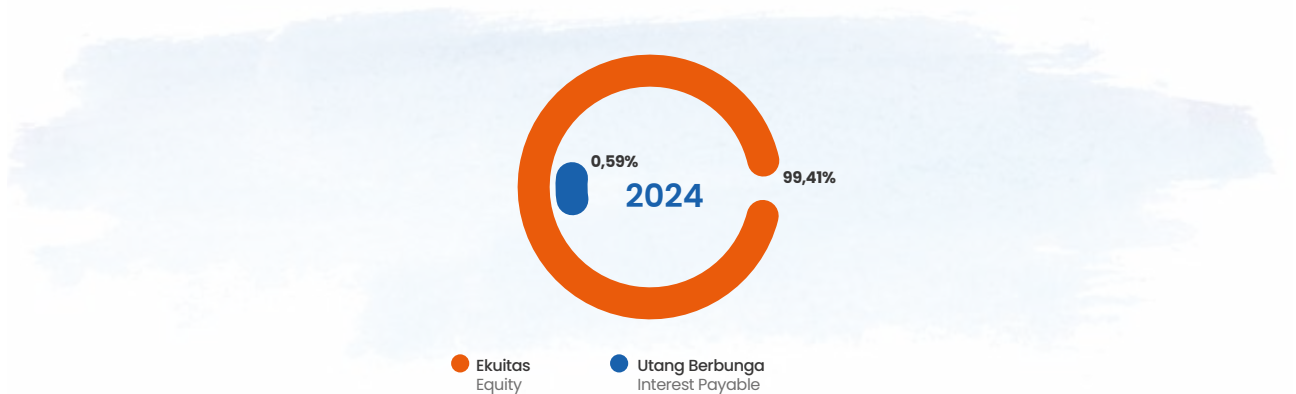
Pupuk Kaltim is effectively managing capital structure as part of its sustainable financial management to meet the increasingly large working capital and investment required for the project. By yearend, Pupuk Kaltim's capital structure showed a relatively strong fundamental as the composition of interest-bearing loans such as working capital loans and maturing long-term debt to equity or equity was 5.3 : 94.6 or stronger than 0.6 : 99.4 in the previous year. The decrease in the company's interest-bearing debt was mainly achieved due to the repayment of several short-term loans. The large composition of equity or equity shows Pupuk Kaltim's ability to become more flexible in making project investments and business expansion.





## Komposisi Struktur Modal Pupuk Kaltim

Capital Structure Composition of Kaltim Fertilizer



### Peranan Direksi dalam Perumusan Strategi dan Proses Implementasi Strategi

Kebijakan strategis Pupuk Kaltim dirumuskan dalam rencana kerja dan anggaran yang disusun oleh Direksi dan disetujui oleh Dewan Komisaris dalam Rapat Gabungan antara Dewan Komisaris dan Direksi, untuk kemudian disahkan bersama-sama dengan pemegang saham dalam Rapat Umum Pemegang Saham (RUPS). Proses penyusunan kebijakan strategis Perusahaan dituangkan dalam bentuk Rencana Kerja dan Anggaran Perusahaan (RKAP) yang menjadi acuan berbagai target Perusahaan, untuk kemudian dituangkan dalam bentuk *Key Performance Indicator* (KPI).

Direksi bersama seluruh jajaran manajemen, melalui masukan dari Dewan Komisaris, melakukan pemantauan berkala terhadap penerapan kebijakan Perusahaan di seluruh level organisasi. Hal ini dilakukan untuk memastikan bahwa strategi dan kebijakan Perusahaan relevan dengan perkembangan bisnis dan penerapannya berjalan sesuai dengan tujuan dan target Perusahaan. Direksi berperan aktif untuk memastikan bahwa seluruh level organisasi memahami serta menerapkan strategi Perusahaan secara konsisten pada masing-masing unit. Untuk itu, Direksi terlibat langsung dalam pengawasan implementasi strategi serta memastikan bahwa seluruh bagian organisasi memperoleh kesempatan yang sama dalam menyampaikan ide-ide dan inovasi yang dapat mendukung tercapainya tujuan Perusahaan.

Hal ini terlihat dari penyelenggaraan rutin rapat koordinasi. Di sepanjang tahun 2024, Direksi melaksanakan rapat formal sebanyak 16 kali dengan rata-rata kehadiran Direksi mencapai 96,88%. Rapat formal ini menjadi salah satu bagian penting dari mekanisme struktural dalam organisasi Pupuk Kaltim di mana Direksi merumuskan langkah adaptif atas dinamika operasi dan bisnis di lapangan.

### The Role of the Board of Directors in Strategy Formulation and Execution

Pupuk Kaltim's strategic policies are formulated in a work plan and budget prepared by the Board of Directors and approved by the Board of Commissioners in a Joint Meeting between the two Boards, and later ratified by all shareholders in a General Meeting of Shareholders (GMS). The process of formulating the Company's strategic policies is outlined in the form of a Company Work Plan and Budget (RKAP) which is a reference for various Company targets as outlined in the form of Key Performance Indicators (KPI).

The Board of Directors together with all levels of management, through input from the Board of Commissioners, monitors the implementation of company policies at all levels of the organization. Monitoring ensures that the Company's strategies and policies remain relevant to business progress and executed in accordance with the company's goals and targets. The Board of Directors plays an active role in ensuring that all levels of the organization understand and consistently implement the company's strategy in each unit. To that end, the Board of Directors is directly involved in overseeing the strategy execution to make sure that all elements of the organization are given equal opportunities to express their ideas and innovations that can help the Company achieve its stated goals.

The Board's involvement can be seen from the routine coordination meetings it has. Throughout 2024, the Board had 16 formal meetings with an average attendance of 96.88%. This formal meeting is an important part of the structural mechanism in the Pupuk Kaltim organization where the Board formulates adaptive steps for the dynamics of operations and business in the field.



**Pencapaian Target Tahun 2024**

Target Achievements in 2024

| Perihal<br>Description                                                                                                         | Realisasi 2024<br>2024 Realization | Target RKAP 2024<br>2024 RKAP Target | Perbandingan<br>Realisasi Terhadap<br>Target RKAP Tahun<br>2024<br>Realization versus<br>2024 RKAP Target<br>(%) |
|--------------------------------------------------------------------------------------------------------------------------------|------------------------------------|--------------------------------------|------------------------------------------------------------------------------------------------------------------|
| <b>Produksi (Ton)<br/>Production (ton)</b>                                                                                     |                                    |                                      |                                                                                                                  |
| Urea<br>Urea                                                                                                                   | 3.416.182                          | 3.275.322                            | 104,30                                                                                                           |
| Amoniak<br>Ammonia                                                                                                             | 2.768.302                          | 2.708.315                            | 102,21                                                                                                           |
| NPK                                                                                                                            | 288.880                            | 240.000                              | 120,37                                                                                                           |
| <b>Pemasaran/Penjualan (Ton)<br/>Marketing/Sales (Ton)</b>                                                                     |                                    |                                      |                                                                                                                  |
| Urea<br>Urea                                                                                                                   | 3.434.564                          | 3.509.751                            | 97,86                                                                                                            |
| Amoniak<br>Ammonia                                                                                                             | 766.570                            | 811.112                              | 94,51                                                                                                            |
| NPK                                                                                                                            | 313.628                            | 289.427                              | 108,36                                                                                                           |
| <b>Laba (Rugi) dan Penghasilan Komprehensif Lain (Rp miliar)<br/>Profit (Loss) and Income Other Comprehensive (Rp billion)</b> |                                    |                                      |                                                                                                                  |
| Pendapatan<br>Income                                                                                                           | 24.957                             | 26.178                               | 95,33                                                                                                            |
| Laba tahun Berjalan<br>Profit for the Year                                                                                     | 4.112                              | 4.101                                | 100,26                                                                                                           |
| <b>Struktur Modal (Rp miliar)<br/>Capital Structure (Rp billion)</b>                                                           |                                    |                                      |                                                                                                                  |
| Utang Berbunga (Rp miliar)<br>Debt Interest (Rp billion)                                                                       | 197                                | 1.674                                | 11,79                                                                                                            |
| Ekuitas atau Modal Sendiri (Rp miliar)<br>Equity or Own Capital (Rp billion)                                                   | 33.007                             | 33.097                               | 99,73                                                                                                            |
| <b>Investasi (Rp miliar)<br/>Investment (Rp billion)</b>                                                                       |                                    |                                      |                                                                                                                  |
| Investasi Barang Modal & Pengembangan<br>Investment in Capital Expenditure & Development                                       | 1.764                              | 2.001                                | 88,17                                                                                                            |

Keberhasilan inisiatif yang dilakukan di sepanjang tahun 2024 tak hanya terlihat dari pertumbuhan dibandingkan tahun sebelumnya, namun juga tercermin dari pencapaian target dalam RKAP tahun 2024 yang telah disahkan melalui RUPS tanggal 30 Januari 2024. Sebagaimana terlihat pada tabel di atas, realisasi produksi urea, amonia dan NPK seluruhnya berhasil melampaui target. Optimalisasi operasional seluruh unit pabrik berdampak positif terhadap pencapaian kinerja produksi.

Di sisi lain, pemasaran dan volume penjualan untuk produk urea dan amonia masih berada di bawah target, di mana serapan pupuk dari segmen PSO belum memasuki musim tanam tahap-2. Sedangkan volume penjualan NPK berada di atas target. Sejalan dengan belum tercapainya pemasaran dan volume penjualan pada produk urea dan amonia, hal ini berdampak pada pencapaian pendapatan yang belum mencapai target yang ditetapkan. Sedangkan realisasi laba tahun berjalan berada di atas target yang terutama dipengaruhi efisiensi pada beban usaha.

The successful initiatives we undertook in 2024 are not only seen in the year-on-year growth but also reflected in the achievement of targets in the 2024 RKAP, which was ratified through the GMS on January 30, 2024. The table above shows that the realization of urea, ammonia, and NPK production has all exceeded the target. Optimization of the operations of all factory units has had a positive impact on production output and performance.

On the other hand, marketing and sales volume for urea and ammonia products still fell short of targets since fertilizer absorption from the PSO segment had not entered the phase-2 planting season. The opposite was seen though in NPK sales volume. In line with the shortfalls in the achievement of marketing and sales volume for urea and ammonia products, we fell short of the stated targets in revenue generation. It is important to note that the realization of current year profit beat our target thanks to our successful efficiency measures in operating expenses.





Sementara itu, pengelolaan permodalan Perusahaan menunjukkan beberapa tantangan namun tetap dalam kondisi yang terjaga. Belum terealisasinya beberapa investasi yang membutuhkan pinjaman dari kreditur menyebabkan target utang berbunga Perusahaan berada jauh di bawah target. Namun demikian, Perusahaan tetap mampu menjaga pendanaan atas modal kerja-nya melalui pengelolaan target ekuitas.

Di samping itu, Perusahaan juga berupaya merealisasikan janji-janji target keberlanjutan sebagaimana tertuang dalam Laporan Keberlanjutan yang disusun secara terpisah, namun masih menjadi bagian dari Laporan Tahunan ini. Perusahaan akan tetap meneruskan berbagai program yang bertujuan untuk mencapai nol emisi di tahun 2060 sesuai dengan *Roadmap* Dekarbonisasi. Program *revamping* pabrik tertua Pupuk Kaltim dan revitalisasi pabrik lainnya diharapkan juga mampu meningkatkan efisiensi dan kapasitas produksi secara signifikan, sekaligus mendorong keberlanjutan operasional dan memperkuat posisi Perusahaan pada industri pupuk dan petrokimia.

### Kendala, Tantangan, dan Solusi yang Ditempuh Perusahaan

Pengelolaan operasi dan bisnis yang dilakukan Pupuk Kaltim tak terlepas dari sejumlah tantangan. Salah satu tantangan yang sejatinya menjadi bagian dari iklim bisnis petrokimia nasional adalah persoalan fluktuasi harga dan pasokan bahan baku. Harga bahan baku utama dalam produksi pupuk seperti gas, fosfat dan kalium, mengalami fluktuasi akibat situasi global, faktor geopolitik, maupun kebijakan energi di berbagai negara. Untuk itu, Pupuk Kaltim berupaya mengembangkan kerja sama jangka panjang dengan pemasok gas dari berbagai negara. Selain itu, adanya inovasi melalui adopsi teknologi terbaru pada pabrik-pabrik Pupuk Kaltim diharapkan mampu memberikan optimalisasi penggunaan energi, yang pada akhirnya menciptakan efisiensi pada biaya produksi.

Tantangan lain yang dihadapi Pupuk Kaltim berasal dari meningkatnya kesadaran para pemangku kepentingan terhadap pentingnya praktik bisnis yang berkelanjutan, khususnya pada isu emisi karbon dan limbah industri. Peningkatan kesadaran ini mendorong munculnya berbagai dinamika dalam hal standarisasi dan regulasi lingkungan. Situasi ini memunculkan tantangan tersendiri bagi Pupuk Kaltim yang dituntut menerapkan standar lingkungan tertinggi pada industri pupuk dan petrokimia global saat ini.

Di lain sisi, hal ini juga menjadi peluang bagi Pupuk Kaltim untuk dapat melakukan berbagai penyesuaian, dan menjadi pemimpin pada industri petrokimia dunia. Pupuk Kaltim telah menjajaki berbagai teknologi ramah

The Company also had to contend with challenges in terms of capital management, although we managed to keep it sound as the year progressed. However, we have to admit that delays in some of our projected investments that require loans from creditors caused shortfalls in interest-bearing loan targets. We managed to keep funding working capital with sounder equity target management.

The next noteworthy effort we made was delivering what we had promised in the Company's Sustainability Report as an inseparable part of this annual report although both were published separately. The Company will continue various programs aimed at achieving zero emissions by 2060 in accordance with the Decarbonization Roadmap. The revamping program of Pupuk Kaltim's oldest factory and the revitalization of other factories should also significantly increase efficiency and production capacity while driving operational sustainability and cementing the company's position in the fertilizer and petrochemical industry.

### Obstacles, Challenges Encountered, and How We Solved Them

The management of operations and business Pupuk Kaltim runs was inseparable from a number of challenges. One of the challenges that constituted part of the national petrochemical business climate was the issue of price fluctuations and supply of raw materials. The price of the main raw materials in fertilizer production such as gas, phosphate and potassium, fluctuates due to the global situation, geopolitical factors, and energy policies in various countries. For this reason, Pupuk Kaltim has sought to develop long-term cooperation with gas suppliers from some of its global counterparts. We have even made a step further through constant innovations with the adoption of the latest technology in Pupuk Kaltim factories, which we expect will optimize energy use and eventually create efficiency in production costs.

Another challenge encountered came as increasing awareness of stakeholders of the importance of sustainable business practices, especially on the issue of carbon emissions and industrial waste. This increased awareness has encouraged the emergence of various dynamics in terms of environmental standardization and regulation. This situation has posed a challenge for Pupuk Kaltim and demanded us to apply the highest environmental standards to today's global fertilizer and petrochemical industry.

On the other hand, we saw an opportunity for Pupuk Kaltim to make various adjustments and become a leader in the world's petrochemical industry. Pupuk Kaltim has explored various environmentally friendly technologies in

lingkungan di masa depan. Sebagai langkah konkret, Pupuk Kaltim tengah mengembangkan berbagai teknologi ramah lingkungan seperti *Carbon Capture and Storage* (CCS) dan amonia hijau untuk mengurangi jejak karbon produksi.

### Perkembangan Penerapan Tata Kelola Perusahaan

Salah satu fokus penting dalam penguatan organisasi adalah penerapan Tata Kelola Perusahaan yang Baik, atau *Good Corporate Governance* (GCG). Dengan Pemerintah Indonesia menjadi entitas pemilik manfaat akhir, Pupuk Kaltim memiliki kewajiban besar untuk melaksanakan pengelolaan bisnis dengan kepatuhan terhadap peraturan dan perundang-undangan yang berlaku. Tak hanya itu, Perusahaan juga telah mengintegrasikan prinsip GCG sebagai pilar dalam pengembangan keberlanjutan berbasis pendekatan *Environmental, Social & Governance* (ESG).

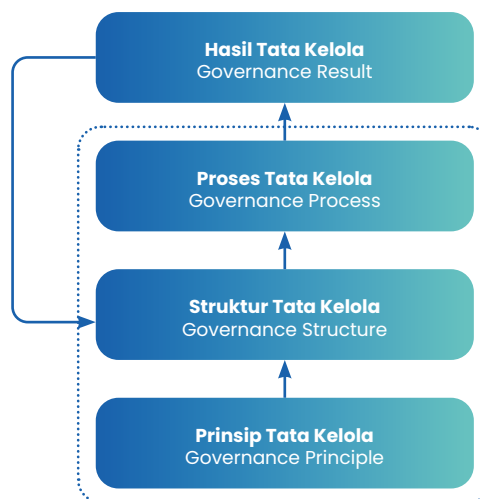
Manajemen telah mengupayakan untuk melaksanakan seluruh prinsip-prinsip GCG tersebut yang dituangkan dalam skema organisasi dan perangkat kebijakan, maupun evaluasi dan pemantauan. Penerapan prinsip-prinsip GCG atau *Governance Principles* terdiri dari 2 (dua) aspek utama, yaitu Struktur Tata Kelola atau *Governance Structure*, serta Proses Tata Kelola atau *Governance Process*. Kedua aspek ini berkesinambungan satu dengan lainnya dan diharapkan akan mencerminkan Hasil Tata Kelola atau *Governance Outcome* sesuai dengan yang diharapkan.

the future. As a concrete step, Pupuk Kaltim is developing various environmentally friendly technologies such as Carbon Capture and Storage (CCS) and green ammonia to reduce the carbon footprint of production.

### Progress in Corporate Governance Implementation

One important focus in strengthening the organization is the implementation of Good Corporate Governance (GCG). With the Indonesian Government as the ultimate beneficial owner entity, Pupuk Kaltim has a major obligation to run a business management that complies with applicable laws and regulations. The Company has gone even further by integrating the GCG principle as a pillar in the development of sustainability based on the Environmental, Social & Governance (ESG) approach.

Management has endeavored to implement all of the GCG principles outlined in the organizational scheme and policy instruments, as well as evaluation and monitoring. The implementation of GCG principles or Governance Principles consists of 2 (two) main aspects, namely Governance Structure, and Governance Process. These two aspects are inseparable parts of a continuous cycle that should reflect Governance Outcomes as all stakeholders have all come to expect.



Ketiga organ utama sesuai dengan peraturan dan perundang-undangan yang berlaku, yaitu Pemegang Saham dan Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, serta Direksi, yang memiliki hubungan yang diatur dalam berbagai perangkat kebijakan yang dimiliki Perusahaan. Pada perangkat kebijakan, Direksi

The three governing bodies in accordance with applicable laws and regulations are Shareholders and the General Meeting of Shareholders (GMS), the Board of Commissioners, and the Board of Directors, whose relationships are regulated in the Company's policy instruments. Therein, the Board of Directors, together with





bersama-sama dengan Dewan Komisaris menyusun berbagai pedoman dan kebijakan yang dapat memberikan batasan tanggung jawab pada setiap organ Perusahaan. Batasan ini menjadi penting agar pola hubungan antar organ dapat terjalin dengan harmonis, dan mampu mendukung pencapaian visi dan misi yang telah ditetapkan. Secara periodik manajemen melakukan tinjauan dan pengkinian atas perangkat kebijakan yang dimiliki, agar terus memiliki relevansinya baik terhadap perkembangan Perusahaan, perkembangan regulasi yang diberlakukan, maupun industri petrokimia.

Manajemen risiko dan pengendalian internal juga menjadi bagian penting dalam pengelolaan Perusahaan. Mengacu pada Peraturan Menteri BUMN RI No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN, serta surat dari entitas induk, PT Pupuk Indonesia (Persero) No. 22609/A/MR/B42/ET/2023 tanggal 21 September 2023, Pupuk Kaltim dikategorikan sebagai BUMN/Anak Perusahaan BUMN Sistemik A (Individu) berdasarkan dimensi ukuran yang dilihat dari total aset dan kompleksitas. Sebagai anak usaha BUMN dengan klasifikasi Sistemik A (Individu), Pupuk Kaltim wajib memenuhi ketentuan terkait keberadaan organ pengelola risiko. Untuk itu, di tahun 2024 pemegang saham melakukan penambahan direktorat manajemen risiko pada jabatan Direksi yang dirangkap oleh salah satu Direktur Perusahaan yang telah menjabat sebelumnya.

Untuk dapat menjaga kualitas penerapan GCG pada level yang diharapkan, Pupuk Kaltim melakukan serangkaian evaluasi dan penilaian dengan menggunakan 3 (tiga) pendekatan, yaitu penilaian sendiri atas penerapan Pedoman Umum Governansi Korporat Indonesia (PUGKI) yang dirilis oleh Komite Nasional Kebijakan *Governance* (KNKG), penilaian sendiri atas penerapan kerangka kerja ASEAN *Corporate Governance Scorecard* (ACGS), serta penilaian dari pihak independen atas *Corporate Governance Perception Index* (CGPI). Pada penilaian CGPI, Pupuk Kaltim memperoleh skor 89,09 dengan kategori "Sangat Terpercaya", meningkat dari skor tahun sebelumnya dengan capaian skor 88,37 juga dengan kategori "Sangat Terpercaya".

Atas upaya yang konsisten dari Perusahaan dalam penerapan prinsip GCG di setiap lini operasional dan bisnisnya, Pupuk Kaltim mendapatkan beberapa apresiasi dari pemangku kepentingan, seperti gelar "*Most Trusted Company*" yang berhasil dipertahankan selama 5 (lima) tahun berturut-turut; penghargaan dalam Asia Pacific Quality Organization (APQO); penghargaan dalam Annual Report Award 2023; dan berbagai penghargaan lainnya.

the Board of Commissioners, prepare various guidelines and policies that limit the responsibilities of each governance body. This limitation is important to ensure a harmoniously established pattern of relationships between all governance bodies so each can support the achievement of the Company's stated vision and mission. Management periodically reviews and updates the policy instruments to keep them relevant to the Company's progress, regulatory changes that come into effect, and the petrochemical industry.

Risk management and internal control are also important in company management. Referring to the Regulation of the Minister of SOEs of the Republic of Indonesia No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of SOEs, as well as a letter from the parent entity, PT Pupuk Indonesia (Persero) No. 22609/A/MR/B42/ET/2023 dated September 21, 2023, Pupuk Kaltim falls under SOE/Subsidiary of SOE Systemic A (Individual) based on asset size and business complexity. As a subsidiary of an SOE with a Systemic A (Individual) classification, Pupuk Kaltim is obliged to comply with the provisions related to the existence of a risk management organ. For this reason, in 2024, the shareholders added a risk management directorate to the position of Directors that was concurrently assumed by one of the Company's incumbent Directors.

To maintain the quality of GCG implementation at the expected level, Pupuk Kaltim makes evaluations and assessments using 3 (three) approaches: self-assessment of the implementation of the General Guidelines for Indonesian Corporate Governance (PUGKI) released by the National Committee for Governance Policy (KNKG), self-assessment of the implementation of the ASEAN Corporate Governance Scorecard (ACGS) framework, and assessment from an independent party of the Corporate Governance Perception Index (CGPI). In the CGPI assessment, Pupuk Kaltim obtained a score of 89.09 in the category of "Very Trusted," an increase from the previous year's score of 88.37 also in the category of "Very Trusted."

For the company's consistent efforts in implementing GCG principles in every line of its operations and businesses, Pupuk Kaltim garnered appreciation from stakeholders, such as the title of "Most Trusted Company" which has been successfully maintained for 5 (five) years in a row; awards in the Asia Pacific Quality Organization (APQO); awards in the 2023 Annual Report Award; and various other awards.



Di luar berbagai keberhasilan tersebut, secara khusus manajemen menekankan tentang integritas sebagai landasan utama dalam prinsip bisnis beretika. Manajemen menekankan nilai-nilai budaya korporasi sebagai dasar pembentukan etika bisnis yang akan menciptakan pengelolaan operasi dan bisnis berbasis integritas dan akuntabilitas. Melalui prinsip tersebut, implementasi etika bisnis akan memiliki dasar yang tangguh, yang akan menjadi dasar bagi Perusahaan untuk terus tumbuh secara berkelanjutan di masa-masa mendatang.

### **Pengelolaan Inisiatif Keberlanjutan serta Tanggung Jawab Sosial dan Lingkungan**

Sebagaimana telah disampaikan sebelumnya, kesadaran para pemangku kepentingan atas aspek ESG menjadi salah satu tantangan dan peluang bagi pelaku usaha dalam industri petrokimia, termasuk Pupuk Kaltim. Untuk menjawab tantangan dan peluang tersebut, Pupuk Kaltim telah berupaya mengembangkan pendekatan keberlanjutan yang terintegrasi dengan bisnis inti yang dijalankan.

Salah satu langkah penting yang dilakukan Pupuk Kaltim untuk dapat memperkuat penerapan ESG melalui penilaian yang dilakukan oleh Morningstar Sustainalytics, Perusahaan pemeringkat bertaraf internasional. Berdasarkan penilaian yang dilakukan, Pupuk Kaltim memperoleh skor 21,9 (*medium risk*) dengan peringkat ke-3 untuk sektor *agricultural chemicals* dari 81 Perusahaan. Penilaian ini memberikan berbagai masukan bagi Pupuk Kaltim untuk terus melakukan peningkatan dan perbaikan dari aspek ESG dalam proses bisnisnya.

Upaya pengembangan keberlanjutan yang telah dilakukan Pupuk Kaltim membuahkan apresiasi dari pemangku kepentingan. Atas keberlanjutan yang telah dikembangkan, di tahun 2024 Perusahaan mendapatkan penghargaan *Gold Star Award* untuk Perusahaan Non Emiten dalam ESG Awards, serta meraih 2 (dua) Platinum dan 3 (tiga) *Gold* dalam Indonesian Sustainable Development Goals Awards (ISDA) 2024.

Agar berbagai inisiatif dan strategi keberlanjutan dapat terdokumentasikan dengan baik, Pupuk Kaltim telah menyusun Laporan Keberlanjutan sebagai dokumen tidak terpisahkan dari Laporan Tahunan. Melalui Laporan Keberlanjutan tersebut, Pupuk Kaltim berupaya memberikan gambaran tentang komitmen serta inisiatif yang telah dilakukan, dengan metode yang terukur dan dapat dipertanggungjawabkan.

Apart from these various successes, management specifically emphasizes integrity as the main foundation of ethical business principles. Management emphasizes corporate cultural values as the basis for forming business ethics that will create operational and business management based on integrity and accountability. Through these principles, the implementation of business ethics will have a strong foundation and lay the foundation on which the Company can grow sustainably in the future.

### **Sustainability Initiative Management and Social and Environmental Responsibility**

As previously stated, stakeholders' awareness of ESG aspects has turned out to be one of the challenges and opportunities for every company engaged in the petrochemical industry, including Pupuk Kaltim. To answer these challenges and opportunities, Pupuk Kaltim has endeavored to develop a sustainability approach that is hewired in its core business.

One of the important steps taken by Pupuk Kaltim to strengthen ESG implementation is through an assessment conducted by Morningstar Sustainalytics, an international rating company. Based on the assessment conducted, Pupuk Kaltim obtained a score of 21.9 (*medium risk*) with the 3<sup>rd</sup> rank for agricultural chemicals sector of 81 companies. This assessment provides various inputs for Pupuk Kaltim to continue to make improvements and improvements from the ESG aspect in its business processes.

The sustainability development efforts that have been carried out by Pupuk Kaltim have resulted in appreciation from stakeholders. For its developed sustainability approach, in 2024 the Company received the Gold Star Award for Non-Issuing Companies in the ESG Awards, and won 2 (two) Platinum and 3 (three) Gold in the Indonesian Sustainable Development Goals Awards (ISDA) 2024.

In order for various sustainability initiatives and strategies to be well documented, Pupuk Kaltim has prepared a Sustainability Report as an inseparable document from the Annual Report. Through the Sustainability Report, Pupuk Kaltim seeks to provide an overview of the commitments and initiatives that have been carried out, with measurable and accountable methods.





### Informasi tentang Susunan Direksi

Di sepanjang tahun 2024 pemegang saham memutuskan untuk tidak melakukan perubahan susunan Direksi Perusahaan. Namun demikian, berdasarkan keputusan RUPS Luar Biasa tanggal 13 Juni 2024, pemegang saham memutuskan untuk melakukan penambahan direktorat manajemen risiko pada jabatan Direksi yang dirangkap oleh salah satu Direktur Perusahaan yang telah menjabat sebelumnya sejalan dengan keputusan Pupuk Kaltim dikategorikan sebagai BUMN/Anak Perusahaan BUMN Sistemik A (Individu).

### Information on the Composition of the Board of Directors

Throughout 2024, shareholders decided not to make changes to the composition of the Company's Board of Directors. However, based on the decision of the Extraordinary GMS on June 13, 2024, shareholders decided to add a risk management directorate to the position of Directors, which was concurrently assumed by one of the Company's incumbent Directors in line with the decision that Pupuk Kaltim is categorized as a SOE/Subsidiary of SOE Systemic A (Individual).

### Susunan Direksi per 31 Desember 2024

Composition of the Board of Directors as of December 31, 2024

| Nama<br>Name       | Jabatan<br>Position                                                  | Dasar Pengangkatan<br>Basis of Appointment                                                                                                   | Masa Jabatan<br>Term of Office                                                                    |
|--------------------|----------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
| Budi Wahyu Soesilo | Direktur Utama<br>President Director                                 | Keputusan RUPS Luar Biasa tanggal 27 Juli 2023<br>Decision of the Extraordinary General Meeting of Shareholders Normal July 27, 2023         | 27 Juli 2023 s.d RUPS 2028,<br>Periode Pertama<br>July 27, 2023 to 2028 GMS,<br>First Period      |
| F. Purwanto        | Direktur Operasi<br>Director of Operation                            | Keputusan RUPS Luar Biasa tanggal 13 November 2023<br>Decision of the Extraordinary General Meeting of Shareholders Normal November 13, 2023 | 13 November 2023 s.d RUPS 2028, Periode Pertama<br>November 13, 2023 until 2028 GMS, First Period |
| Hanggara Patrianta | Direktur Pengembangan<br>Director of Development                     | Keputusan RUPS Luar Biasa tanggal 25 Agustus 2020<br>Decision of the Extraordinary General Meeting of Shareholders Normal August 25, 2020    | 25 Agustus 2020 s.d RUPS 2025,<br>Periode Pertama<br>August 25, 2020 to 2025 GMS,<br>First Period |
| Qomaruzzaman       | Direktur Keuangan & Umum<br>Director of Finance & General            | Keputusan RUPS Luar Biasa 25 Agustus 2020<br>Decision of the Extraordinary General Meeting of Shareholders Regular August 25, 2020           | 25 Agustus 2020 s.d RUPS 2025,<br>Periode Pertama<br>August 25, 2020 to 2025 GMS,<br>First Period |
|                    | Plt. Direktur Manajemen Risiko<br>Acting Director of Risk Management | Keputusan RUPS Luar Biasa 12 Juni 2024<br>Decision of the Extraordinary General Meeting of Shareholders Regular June 12, 2024                |                                                                                                   |

Tidak terdapat perubahan susunan Direksi sejak 31 Desember 2024 hingga ditandatangani laporan tahunan ini tertanggal 9 Mei 2025.

There was no change in the composition of the Board of Directors since December 31, 2024 until the signing of this annual report dated May 9, 2025.

### Prospek Usaha dan Proyeksi Kinerja Perusahaan Tahun 2024

Perekonomian global tahun 2025 masih dipenuhi oleh ketidakpastian dengan menguatnya kebijakan proteksionis, seperti pemberlakuan tarif tinggi dari Amerika Serikat kepada berbagai negara mitra dagangnya. Hal ini diproyeksikan akan mengganggu tatanan perdagangan dunia serta rantai pasok global, yang berpotensi berimbas terhadap produk pupuk sebagai pendukung komoditas pangan.

Di tengah menguatnya ketidakpastian perekonomian global tersebut, prospek industri pupuk dan amonia di tahun 2025 masih memiliki peluang untuk tumbuh. Secara keseluruhan, industri pupuk internasional di tahun 2025 diperkirakan akan tumbuh pesat yang didorong oleh peningkatan permintaan pangan, inovasi teknologi ramah lingkungan, dan upaya kolaboratif dalam pengembangan energi terbarukan.

### Business Prospects and Company Performance Projections for 2024

The global economy expects further uncertainty as protectionist policies strengthen, such as the imposition of high tariffs by the United States on many of its trading partner countries. Such a likely trend should disrupt the world trade order and the global supply chain, which has the potential to impact fertilizer products as a driver of food commodities.

Amid the strengthening uncertainty of the global economy, the prospects for the fertilizer and ammonia industry in 2025 still have the opportunity to grow. Overall, the international fertilizer industry in 2025 is expected to grow rapidly driven by increasing demand for food, environmentally friendly technological innovation, and collaborative efforts in developing renewable energy.

Pupuk Kaltim memproyeksikan kinerja tahun 2025 dengan pendekatan yang hati-hati. Volume produksi diproyeksikan mengalami penurunan, sedangkan volume penjualan diperkirakan akan tumbuh dibandingkan realisasi tahun 2024. Penurunan volume produksi diprediksi terjadi akibat adanya penghentian sementara aktivitas pabrik untuk program *Revamping* pabrik amonia dalam rangka efisiensi konsumsi energi. Namun di sisi lain, penyerapan penjualan diproyeksikan tumbuh untuk mendukung ketahanan pangan dalam negeri.

Pendapatan tahun 2025 diproyeksikan mengalami kenaikan, namun laba tahun berjalan terkoreksi akibat peningkatan beban pokok produksi sebagai dampak kebijakan perhitungan harga gas. Pupuk Kaltim juga memproyeksikan kemampuan keuangan untuk memenuhi investasi yang diperlukan dengan pinjaman yang lebih tinggi, yang diharapkan mampu merealisasikan proyek *Revamping* amoniak pabrik-2 dengan target penyelesaian di tahun 2025, serta proyek soda ash dengan proyeksi nilai pekerjaan EPC lebih tinggi dibandingkan realisasi tahun sebelumnya.

Untuk merealisasikan proyeksi tersebut, Pupuk Kaltim merencanakan beberapa pilar strategi, di antaranya adalah *Global Cost Leader* melalui efisiensi biaya produksi, dan *operational excellence* serta *raw material security*, di antaranya melakukan *revamping ammonia* Pabrik-2 dan mengimplementasikan program *production excellence* dengan target penghematan biaya produksi serta penurunan konsumsi energi. Di samping itu, Perusahaan juga akan mendorong pilar strategi *Fertilizer Scale-Up* melalui optimalisasi kapasitas dan pengembangan produk *existing* melalui penyelesaian pengurusan perizinan pelepasan kawasan dan pelaksanaan lelang EPC infrastruktur pembangunan pabrik Amonia Urea Fakfak, Papua.

Dalam rangka mendukung pilar strategi, Perusahaan merencanakan untuk mengimplementasikan fondasi strategi melalui peningkatan *Sustainability Governance*, di antaranya dengan program penurunan emisi CO<sub>2</sub>. Selain itu, Pupuk Kaltim juga akan mengupayakan pengembangan transformasi digital dan *World Class Capability* melalui pengembangan sistem *Reliability Centered Spares* (RCS) dan regenerasi perangkat keamanan jaringan (*Firework*).

Pupuk Kaltim projects its 2025 performance with a cautious approach. We expect a decline in production volume but an increase in sales volume compared to this year's figure. The decrease in production volume is predicted to occur because we have a plan to put idle one of our production facilities, the ammonia factory, due to the planned Revamping program to increase energy consumption efficiency. However, on the other hand, sales absorption is projected to grow to support domestic food security.

Revenue in 2025 is projected to increase, but profit for the current year will be corrected due to an increase in the cost of production as an impact of the gas price calculation policy. Pupuk Kaltim also projects financial capacity to meet the required investment with higher loans, which are expected to be able to realize the ammonia factory-2 Revamping project with a completion target in 2025, as well as the soda ash project with a projected EPC work value higher than the previous year's realization.

To realize this projection, Pupuk Kaltim plans several strategic pillars, including Global Cost Leader through production cost efficiency, and operational excellence and raw material security, including revamping ammonia Factory-2 and implementing a production excellence program with a target of saving production costs and reducing energy consumption. In addition, the Company will also encourage the Fertilizer Scale-Up strategy pillar through capacity optimization and development of existing products through the completion of the management of area release permits and the implementation of the EPC auction for the Fakfak Ammonia Urea plant construction infrastructure, Papua.

In order to support the strategy pillar, the company plans to implement the strategy foundation by improving Sustainability Governance, including through a CO<sub>2</sub> emission reduction program. In addition, Pupuk Kaltim will also strive to develop digital transformation and World Class Capability through the development of the Reliability Centered Spares (RCS) system and regeneration of network security devices (Firework).





### Akhir Kata

Atas kinerja yang telah ditorehkan di sepanjang tahun 2024, kami mengucapkan syukur kepada Tuhan Yang Maha Esa. Direksi juga menyampaikan terima kasih atas seluruh kerja sama yang telah terbina, yang terlihat dari kepercayaan pemegang saham, kemitraan strategis bersama Dewan Komisaris dan seluruh komitenya.

Kami juga mengucapkan terima kasih atas dedikasi dan kerja keras dari seluruh Insan Pupuk Kaltim, dan hubungan yang terjalin baik dengan mitra bisnis, hingga keterlibatan pemangku kepentingan. Kami sungguh berharap hal ini dapat menjadi fondasi yang kuat bagi Pupuk Kaltim untuk dapat terus melangkah ke depan dan dapat terus tumbuh berkembang di masa-masa yang akan datang.

### Closing

We would like to extend our gratitude to God the Almighty for the performance we delivered throughout 2024. Our thanks also go to the Board of Commissioners and all its supporting committees for all the established cooperation, which can be seen from the trust of shareholders.

We also express our gratitude for the dedication and hard work of all Pupuk Kaltim employees, and the good relationships with business partners, to stakeholder involvement. We truly hope that this can be a strong foundation for Pupuk Kaltim to continue to move forward and continue to grow and develop in the future.

Jakarta, 9 Mei 2025  
Jakarta, May 9, 2025

Atas nama Direksi PT Pupuk Kalimantan Timur,  
On behalf of the Board of Directors of PT Pupuk Kalimantan Timur,

**Budi Wahyu Soesilo**

Direktur Utama  
President Director





# Tanggung Jawab **Pelaporan Tahunan**

## Responsibility for Annual Reporting

### **Surat Pernyataan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan 2024 PT Pupuk Kalimantan Timur**

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Pupuk Kalimantan Timur tahun 2024 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Perusahaan.

Demikian pernyataan ini dibuat dengan sebenarnya.

### **Statement from the Board of Commissioners Regarding Responsibility for Annual Reporting 2024 PT Pupuk Kalimantan Timur**

We the undersigned hereby declare that all the information in the 2024 Annual Report of PT Pupuk Kalimantan Timur has been fully completed and we are fully responsible for the validity of the Company's Annual Report contents.

This statement has been made truthfully.

Jakarta, 9 Mei 2025  
Jakarta, May 9, 2025



**D. Andhi Nirwanto**  
Komisaris Utama  
President Commissioner



**Gustaaf AC Patty**  
Komisaris Independen  
Independent Commissioner



**Etha Rimba Paembonan**  
Komisaris Independen  
Independent Commissioner



**Sukardi Rinakit**  
Komisaris Independen  
Independent Commissioner



**Eka Sastra**  
Komisaris Independen  
Independent Commissioner

**Surat Pernyataan Anggota Direksi tentang  
Tanggung Jawab atas Laporan Tahunan 2024  
PT Pupuk Kalimantan Timur**

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Pupuk Kalimantan Timur tahun 2024 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Perusahaan.

Demikian pernyataan ini dibuat dengan sebenarnya.

**Statement from the Board of Directors regarding  
Responsibility for Annual Reporting 2024  
PT Pupuk Kalimantan Timur**

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This statement has been made truthfully.

Jakarta, 9 Mei 2025  
Jakarta, May 9, 2025

**Budi Wahyu Soesilo**  
Direktur Utama  
President Director

**F. Purwanto**  
Direktur Operasi  
Director of Operations

**Hanggara Patrianta**  
Direktur Pengembangan  
Director of Development

**Qomaruzzaman**  
Direktur Keuangan & Umum  
merangkap Plt. Direktur Manajemen Risiko  
Director of Finance & General and Acting  
Director of Risk Management

# Profil Perusahaan

## Company Profile

Pupuk Kaltim terus memperkuat perannya dalam pengadaan dan penyaluran pupuk bersubsidi sesuai ketentuan dari Pemerintah Indonesia dan Pemegang Saham dengan prinsip 6T (Tepat Jenis, Tepat Jumlah, Tepat Harga, Tepat Tempat, Tepat Waktu, dan Tepat Mutu). Selain itu, Pupuk Kaltim juga berperan penting dalam pemenuhan kebutuhan pupuk non subsidi untuk korporasi dan industri, serta mendatangkan devisa melalui ekspor ke berbagai negara.

Pupuk Kaltim continues to strengthen its role in the procurement and distribution of subsidized fertilizers in accordance with the provisions of the Government of Indonesia and Shareholders with the 6T principle (Right Type, Right Amount, Right Price, Right Place, Right Time, and Right Quality). In addition, Pupuk Kaltim also plays an important role in meeting the needs of non-subsidized fertilizers for corporations and industries, as well as bringing in foreign exchange through exports to various countries.









# Identitas Perusahaan

## Company Identity



- **Nama Perusahaan**  
Company Name : PT Pupuk Kalimantan Timur
- **Badan Hukum**  
Legal Entity : Perseroan Terbatas | Limited Liability Company
- **Nama Panggilan**  
Nickname : Pupuk Kaltim
- **Tanggal Pendirian**  
Date of Establishment : 7 Desember 1977 | December 7, 1977
- **Informasi Perubahan Nama**  
Name Change Information : Sejak awal berdiri, Perusahaan tidak melakukan perubahan nama  
Since its inception, the Company has never changed its name
- **Bidang Usaha**  
Area of Business : Industri Manufaktur, Perdagangan, dan Jasa  
Manufacturing, Trading, and Services Industries
- **Dasar Hukum Pendirian**  
Legal Basis of Establishment

Akta Notaris Yanuar Hamid, S.H. No. 15 tanggal 7 Desember 1977 tentang Perseroan Terbatas "PT Pupuk Kalimantan Timur" dan berdasarkan Keputusan Direktorat Jenderal Hukum dan Perundang-undangan Departemen Kehakiman No. Y.A.5/5/11 Tanggal 16 Januari 1979, tentang Persetujuan atas Akta Pendirian Perseroan Terbatas. Based on Notarial Deed of Yanuar Hamid, S.H. No. 15 of 1977 dated December 17, 1977, regarding Limited Liability Company "PT Pupuk Kalimantan Timur" and based on the Decree of the Directorate General of Law and Legislation of the Justice Department No. Y.A.5/5/11 dated January 16, 1979, regarding Approval of the Deed of Establishment of Limited Liability Company.





## ● Tujuan Pembentukan Purpose of Establishment

Melakukan usaha di bidang industri perdagangan, dan jasa di bidang pemupukan, petrokimia, agroindustri, dan kimia lainnya, serta pemanfaatan sumber daya Perusahaan untuk menghasilkan barang dan/atau jasa yang bermutu tinggi dan berdaya saing kuat untuk mendapatkan atau mengejar keuntungan guna meningkatkan nilai Perusahaan dengan menerapkan prinsip-prinsip Perusahaan.

Conducting business in the field of industry trade and service in the fields of fertilizer, petrochemicals, agrochemicals, agroindustry, and other chemicals, as well as the utilization of the Company's resources to produce high quality goods and/or services with strong competitiveness to obtain or achieve profit to increase the value of the Company by applying the principles of the Company.

## ● Kepemilikan Saham per 31 Desember 2024

Ownership per December 31, 2024

- PT Pupuk Indonesia (Persero): 99,99893189%
- Negara Republik Indonesia: 0,00000001%
- Yayasan Kesejahteraan Hari Tua Pupuk Kaltim: 0,00106811%

## ● Jumlah Karyawan

Total Employees

1.307 Karyawan Organik  
Permanent Employees

## ● Modal Dasar

Authorized Capital

Rp13.657.791.676.000

## ● Modal Ditempatkan dan Disetor Penuh

Fully Placed and Issued Capital

Rp8.800.000.000.000

## ● Alamat

Address

### Kantor Pusat dan Pusat Produksi Head Office and Production Center

Jl. James Simandjuntak No. 1,  
Bontang  
Kalimantan Timur 75313, Indonesia  
Telp.: +62 548 41 202; 41 203  
Faks.: +62 548 41 616; 41 626

### Kantor Perwakilan Balikpapan Balikpapan Representative Office

Jl. Pupuk Raya No. 54, Balikpapan  
Kalimantan Timur 76114, Indonesia

### Kantor Induk Perusahaan Holding Company Office

PT Pupuk Indonesia (Persero)  
Jl. Taman Anggrek, Kemanggis  
Jaya, Jakarta Barat 11480,  
Indonesia

### Kantor Perwakilan Jakarta Jakarta Representative Office

Jl. Kebon Sirih Raya No. 6A  
Jakarta Pusat 10110, Indonesia  
Telp.: +62 21 344 3344; 344 3345  
Faks.: +62 21 344 3444

### Kantor Perwakilan Samarinda Samarinda Representative Office

Jl. Abdul Wahab Syahrane  
Villa Tamara Blok A, No. 1  
Kel. Gn. Kelua, Kec. Samarinda Ulu  
Samarinda, Indonesia

## ● Situs

Corporate Website

www.pupukkaltim.com

## Surat Elektronik

E-mail

dof@pupukkaltim.com

## Layanan Pelanggan

Customer Service

0800-100-8001



# Sejarah Singkat **Pupuk Kaltim**

## A Brief History of Pupuk Kaltim

PT Pupuk Kalimantan Timur, disebut juga sebagai “Pupuk Kaltim” atau “Perusahaan”, merupakan anggota Holding Badan Usaha Milik Negara (BUMN) Pupuk dengan entitas induknya PT Pupuk Indonesia (Persero). Berawal dari rencana pembangunan pabrik pupuk terapung yang dikelola oleh Pertamina, berdasarkan Keputusan Presiden Republik Indonesia (RI) No. 43 tahun 1975 dan Keputusan Presiden RI No. 39 tahun 1976 pengelolaannya diserahkan kepada Departemen Perindustrian untuk menyelesaikan pembangunan pabrik pupuk terbesar di Asia.

Pupuk Kaltim secara resmi berdiri pada 7 Desember 1977 dengan lahan seluas 443 hektare di wilayah Bontang, Kalimantan Timur. Gas bumi merupakan bahan baku utama produksi amoniak dan urea yang disalurkan melalui pipa sepanjang 66 km dari Muara Badak, Kalimantan Timur.

Proyek pertama pembangunan Pabrik 1 dimulai pada 1979, sedangkan pembangunan Pabrik 2 dimulai pada 1982. Kedua pabrik tersebut diresmikan bersamaan pada 29 Oktober 1984. Kemudian, Pabrik 3 dibangun dan diresmikan pada 4 April 1989. Pada 1999, berdiri pabrik urea granul pertama di Indonesia yang dinamakan Proyek Optimasi Kaltim (POPKA). Pabrik ini diresmikan pada 6 Juli 2000 bersamaan dengan pemancangan tiang pertama Pabrik 4. Unit urea Pabrik 4 diresmikan pada 3 Juli 2002 sedangkan unit amoniak diresmikan pada 28 Juni 2004.

PT Pupuk Kalimantan Timur, also referred to as “Pupuk Kaltim” or “The Company,” is a member of the State-Owned Enterprises (SOEs) Pupuk Holding with its parent entity PT Pupuk Indonesia (Persero). Starting from the plan to build a floating fertilizer factory managed by the state-owned oil company, Pertamina, and then based on Presidential Decree No. 43 of 1975 and Presidential Decree No. 39 of 1976, the Company’s management was handed over to the Ministry of Industry to complete the construction of the largest fertilizer factory in Asia.

Pupuk Kaltim was officially established on December 7, 1977, with an area of 443 hectares in Bontang, East Kalimantan, with natural gas as the main raw material for its production consisting of ammonia and urea, which is distributed via a 66-kilometer-long pipeline from Muara Badak, East Kalimantan.

The first project for the construction of Plant 1 began in 1979, while the construction of Plant 2 began in 1982. The two factories were inaugurated simultaneously on October 29, 1984. Furthermore, Plant 3 was built and inaugurated on April 4, 1989. In 1999, the first urea granule factory was established in Indonesia, namely the East Kalimantan Optimization Project (POPKA). This plant was inaugurated on July 6, 2000, in conjunction with the first piling of Plant 4. The urea unit of Factory 4 was inaugurated on July 3, 2002, while the ammonia unit was inaugurated on June 28, 2004.







Pada 2014, Pupuk Kaltim telah mengambil alih pabrik amoniak dari PT Kaltim Pasifik Amoniak (KPA). Saat ini pengoperasian eks Pabrik KPA tersebut bergabung dengan Proyek Optimasi Kaltim (POPKA) di bawah koordinasi Pabrik 1A.

Selain itu, dalam rangka mendukung Program Kedaulatan Pangan Nasional serta untuk menunjang sektor perkebunan dan industri dalam negeri, Pemerintah Indonesia melalui Instruksi Presiden RI No. 2 Tahun 2010 tentang Revitalisasi Industri Pupuk, memutuskan untuk merevitalisasi industri pupuk nasional melalui revitalisasi pabrik pupuk yang memiliki konsumsi energi di atas 34 MMBTU per ton urea, digantikan dengan pabrik berteknologi baru yang lebih efisien. Revitalisasi tersebut diwujudkan melalui pembangunan Pabrik 5 yang dimulai pada 2011 dan diresmikan pada 19 November 2015. Selain lebih efisien, Pabrik 5 memiliki kapasitas produksi lebih besar dibandingkan dengan pabrik Pupuk Kaltim lainnya.

Kini, pembangunan berbagai pabrik tersebut telah menjadi area industri petrokimia yang terdiri dari 5 (lima) pabrik amoniak, 5 (lima) pabrik urea, 3 (tiga) pabrik NPK dan dilengkapi dengan fasilitas pendukung seperti 2 (dua) boiler batu bara, 6 (enam) gudang urea, 6 (enam) dermaga, 3 (tiga) tangki amoniak, laboratorium yang terakreditasi, serta jasa pelayanan pabrik yang menyediakan beragam jasa perawatan dan perbaikan pabrik, serta dilengkapi dengan fasilitas untuk memproduksi sejumlah suku cadang. Dengan seluruh aktivitas tersebut didukung oleh sumber daya manusia yang handal dan berpengalaman, Pupuk Kaltim siap menjadi perusahaan kelas dunia yang memberikan solusi inovatif dan kompetitif di bidang agribisnis dan kimia untuk masa depan yang berkesinambungan.

Dengan komitmen yang tinggi, baik secara bisnis maupun tanggung jawab secara sosial, Pupuk Kaltim ikut bertanggung jawab dalam pengadaan dan penyaluran pupuk bersubsidi sesuai ketentuan dari Pemerintah Indonesia dan Pemegang Saham dengan prinsip 6T (Tepat Jenis, Tepat Jumlah, Tepat Harga, Tepat Tempat, Tepat Waktu, dan Tepat Mutu). Selain itu, Pupuk Kaltim berperan penting dalam pemenuhan kebutuhan pupuk non subsidi untuk korporasi dan industri, serta mendatangkan devisa melalui ekspor ke berbagai negara.

### INFORMASI PERUBAHAN NAMA

Sejak berdiri pada tanggal 7 Desember 1977 berdasarkan Akta No. 15 tentang Perseroan Terbatas "PT Pupuk Kalimantan Timur", Perusahaan tidak pernah mengalami perubahan nama.

In 2014, Pupuk Kaltim took over the ammonia plant from PT Kaltim Pasifik Ammonia (KPA). Currently, the operation of the former KPA Plant is joining the East Kalimantan Optimization Project (POPKA) under the coordination of the 1A Plant.

Moreover, to support the National Food Sovereignty Program and to support the domestic plantation and industrial sectors, the government, through Presidential Instruction No. 2 of 2010 concerning Revitalization of the Fertilizer Industry, decided to revitalize the national fertilizer industry through fertilizer plant revitalization with an energy consumption of more than 34 MMBTU per ton of urea, replacing it with more efficient energy plants. This revitalization was realized through the construction of Plant 5 in 2011 and was inaugurated by Indonesian President Joko Widodo on November 19, 2015. Apart from being more efficient, Plant 5 has a larger production capacity compared to other Pupuk Kaltim plants.

Now, the construction of these factories has turned into a petrochemical industrial area consisting of 5 (five) ammonia plants, 5 (five) urea plants, and 3 (three) NPK plants equipped with supporting facilities such as 2 (two) coal boilers, 6 (six) urea warehouses, 6 (six) docks, and 3 (three) ammonia tanks accredited with laboratory and factory service, which provides various factory maintenance and repair services and is equipped with facilities to produce several spare parts. All of these activities are supported by reliable and experienced human resources. Therefore, Pupuk Kaltim is ready to become a world-class company that provides innovative and competitive solutions in the fields of agribusiness and chemicals for a sustainable future.

High commitment, both in business and social responsibility, makes Pupuk Kaltim always responsible for the procurement and distribution of subsidized fertilizer in accordance with the provisions of the Government and Shareholders with the 6T principle (Right Type, Right Amount, Right Price, Right Place, Right Time, and Exact Quality). Apart from that, Pupuk Kaltim also plays an important role in meeting the need for non-subsidized fertilizer for corporations and industry, as well as bringing in foreign exchange through exports to various countries.

### NAME CHANGE INFORMATION

Since its inception on December 7, 1977, based on Deed No. 15 concerning the Limited Liability Company "PT Pupuk Kalimantan Timur," the Company has never changed its name.

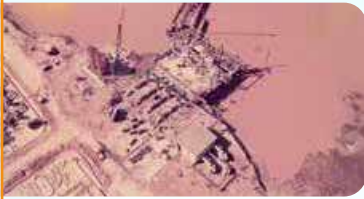




# Jejak Langkah

## Milestones

1977



> 1977

### Pendirian Pupuk Kaltim

Semula pabrik direncanakan untuk dibangun di atas kapal guna memudahkan eksplorasi bahan baku gas. Pemerintah menunjuk Pertamina untuk menjalankan proyek tersebut. Karena pertimbangan teknis, pembangunan pabrik dialihkan ke darat dan proyek ditangani oleh Menteri Perdagangan dengan dibantu oleh Direktorat Jenderal Industri Kimia Departemen Perindustrian dan Direktur Pengolahan dan Petrokimia Pertamina sesuai dengan Keputusan Presiden No. 43 tahun 1975 tanggal 29 November 1975. Kemudian, Pemerintah menugaskan Menteri Perindustrian untuk menyelesaikan proyek pembangunan berdasarkan Keputusan Presiden No. 39 tahun 1976 tanggal 29 Agustus 1976. Pada 7 Desember 1977, Pupuk Kaltim resmi berdiri berdasarkan Akta Notaris Yanuar Hamid, S.H. No. 15 tahun 1977.

### Establishment of Pupuk Kaltim

Initially the plant was planned to be built on a ship to facilitate exploration of gas feedstock. The government appointed Pertamina to carry out the project. Due to technical considerations, the construction of the factory was transferred to land and the project was handled by the Minister of Trade assisted by the Directorate General of Chemical Industry, Ministry of Industry, and the Director of Processing and Petrochemical of Pertamina in accordance with Presidential Decree No. 43 of 1975 dated November 29, 1975. The Government then assigned the Minister of Industry to complete development projects based on Presidential Decree No. 39 of 1976 on August 29, 1976. On December 7, 1977, Pupuk Kaltim was officially established based on the Deed of Notary Yanuar Hamid, S.H. No. 15 of 1977.

1979–2002



> 1979–1984

### Pembangunan Pabrik 1 dan Pabrik 2

Proyek pembangunan Pabrik 1 dimulai pada 1979 dan dilanjutkan dengan pembangunan Pabrik 2 pada 1982. Kedua pabrik tersebut diresmikan bersamaan pada 29 Oktober 1984 oleh Presiden Soeharto.

### Construction of Plant 1 and Plant 2

The construction project for Plant 1 began in 1979 and continued with the construction of Plant 2 in 1982. The two factories were inaugurated simultaneously on October 29, 1984, by President Soeharto.



> 1989–2002

### Pembangunan Pabrik 3, POPKA (Urea 1A), dan Pabrik 4

Pabrik 3 diresmikan pada 4 April 1989, kemudian pada 1999, berdiri pabrik urea granul pertama di Indonesia, yaitu POPKA yang merupakan proyek optimasi pabrik untuk memanfaatkan eksek amoniak dan CO<sub>2</sub> dari pabrik yang ada. Pada 2002, berdiri Pabrik 4 yang berteknologi tinggi dan hemat energi untuk memproduksi urea granul.

### Construction of Plant 3, POPKA (Urea 1A), and Plant 4

Plant 3 was inaugurated on April 4, 1989, then followed by the establishment of the first granulated urea factory in Indonesia, namely POPKA, which was a plant optimization project to utilize excess ammonia and CO<sub>2</sub> from existing plants. In 2002, Plant 4 was established with high technology and energy saving to produce granulated urea.





## 2011-2014



### > 2011-2014

#### Pembangunan Pabrik 5

Mengingat keberadaannya yang sudah lebih dari 30 tahun, Pabrik 1 menjadi prioritas utama Perusahaan dalam program revitalisasi. Pada 2011 dilakukan pembangunan proyek Pabrik 5 yang merupakan realisasi pertama dari Program Revitalisasi Industri Pupuk sesuai Instruksi Presiden RI No. 2 tahun 2010. Revitalisasi ini juga bertujuan untuk menambah kapasitas produksi urea dan amoniak.

Pada 2013, Perusahaan mengoperasikan *boiler* batu bara, dan di tahun berikutnya Perusahaan juga melakukan pengambilalihan pabrik amoniak dari PT Kaltim Pasifik Amoniak (KPA) melalui proses transfer aset yang dilakukan di Jakarta pada 13 Maret 2014. Saat ini, pengoperasian eks Pabrik KPA bersama POPKA di bawah satu koordinasi Kepala Unit Kerja dengan nama Pabrik 1A.

#### Construction of Plant 5

Considering that Plant 1 has been operating for more than 30 years, the Company planned to carry out its revitalization program. In 2011, the Plant 5 project started as the first realization of the Fertilizer Industry Revitalization Program in accordance with Presidential Instruction No. 2 of 2010. This revitalization also aims to increase urea and ammonia production capacity.

In 2013, the Company operated coal, and in the following year Ammonia (KPA) through an asset transfer process carried out in Jakarta on March 13, 2014. Currently, the operation of the former KPA Plant together with POPKA is under the coordination of the Head of the Work Unit with the name Plant 1A.

## 2015



### > 2015

#### Pengelolaan Pabrik 5

Pabrik 5 diresmikan pada 19 November 2015 oleh Presiden RI Joko Widodo. Dengan beroperasinya Pabrik 5, Pupuk Kaltim memiliki total kapasitas produksi 3,43 juta ton urea per tahun dan 2,74 juta ton amoniak per tahun. Pupuk Kaltim senantiasa memupuk semangat tinggi untuk turut berpartisipasi membangun negeri dengan terus memunculkan karya terbaik untuk bangsa ini.

#### Plant 5 Operational

Plant 5 was inaugurated on November 19, 2015 by Indonesian President Joko Widodo. With the operation of Plant 5, Pupuk Kaltim has a production capacity of 3.43 million tons of urea per year and 2.74 million tons of ammonia per year. The high spirit of dedication continues to produce the best work for this nation.



### > 2015

#### Pembangunan Gedung Batu Bara

Dalam rangka memenuhi kebutuhan dan menjaga kontinuitas *supply steam* Pabrik 5, Pupuk Kaltim membangun gudang batu bara berkapasitas 30.000 ton yang dimulai sejak 2015 dan selesai pada 2016. Gudang tersebut bertujuan untuk menjamin pasokan batu bara.

#### Construction Development of Coal Warehouse

In order to meet needs and maintain the continuity of Plant 5, Pupuk Kaltim built a 30,000 ton capacity coal warehouse starting in 2015 and completed in 2016. The warehouse construction development aims to guarantee coal supplies.

## 2016–2017



### > 2016

#### **Pembangunan Rail Mounted Harbour Crane (RMHC) di Dermaga-4 Tursina**

Untuk menunjang dan mempercepat proses *loading* dan *unloading* di Dermaga-4 Tursina, pada 2014 Pupuk Kaltim memulai pembangunan fasilitas RMHC dengan kapasitas 500 MTPH dan fasilitas tersebut diresmikan pada 2016.

#### **Construction of Rail Mounted Harbour Crane (RMHC) Crane at Dock-4 Tursina**

To support and expedite the loading and unloading process at Dock-4 Tursina, in 2014 Pupuk Kaltim began constructing the RMHC facility with a capacity of 500 MTPH, which was inaugurated in 2016.



### > 2017

#### **Pembangunan Urea Bulk Storage (UBS) VI**

Pada 2017, Pupuk Kaltim telah menyelesaikan pembangunan gudang UBS VI berkapasitas 100.000 ton yang dilengkapi dengan fasilitas *conveyor system*. Gudang tersebut dibangun untuk memenuhi kebutuhan penyimpanan urea dikarenakan adanya penambahan kapasitas dari Pabrik 5.

#### **Construction of Urea Bulk Storage (UBS) VI**

In 2017, Pupuk Kaltim completed the construction of UBS VI warehouse with a capacity of 100,000 tons which was equipped with conveyor system facilities. The warehouse was built to meet urea storage needs due to the additional production capacity of Plant 5.

## 2018–2020



### > 2018–2020

#### **Proyek Pembangunan Pabrik Kelapa Sawit**

Sebagai komitmen program hilirisasi produk berbasis tanaman kelapa sawit, Pupuk Kaltim melalui anak usaha PT Kalimantan Agro Nusantara (Kalianusa) yang merupakan perusahaan patungan dengan PT Perkebunan Nusantara XIII telah melakukan pembangunan Pabrik pengolahan Kelapa Sawit berkapasitas 30 ton Tandan Buah Segar (TBS)/jam yang menghasilkan minyak kelapa sawit/*Crude Palm Oil* (CPO) sebesar 40.000 ton per tahun di Rantau Pulung, Kutai Timur dan telah berproduksi secara komersial pada 2020.

#### **Palm Oil Mill Construction Project**

As a commitment to downstream program for palm oil based products, Pupuk Kaltim through its subsidiary PT Kalimantan Agro Nusantara (Kalianusa) which is a joint venture company with PT Perkebunan Nusantara XIII has built a Palm Oil processing factory with a capacity of 30 tons of Fresh Fruit Bunches (FFB)/hour which produces 40,000 tons of Crude Palm Oil (CPO) per year in Rantau Pulung, East Kutai and has commercial production in 2020.







# 2023-2025

# 2024



## > 2023

### **Groundbreaking Proyek Strategis Nasional Kawasan Industri Pupuk Fakfak**

Groundbreaking proyek strategis nasional di kawasan industri pupuk Fakfak dilakukan oleh Presiden RI Joko Widodo melalui seremonial peletakan batu pertama pada 23 November 2023. Pabrik ini akan memiliki kapasitas produksi pupuk urea sebesar 1,15 juta ton per tahun dan produksi amoniak sebesar 825.000 ton per tahun. Pembangunan pabrik pupuk di Papua Barat bertujuan untuk menambah kapasitas produksi urea dan amoniak dan diharapkan dapat mendukung ketahanan pangan nasional, serta dapat mengembangkan perekonomian di Indonesia Timur.

### **Groundbreaking of the National Strategic Project for the Fakfak Fertilizer Industrial Area**

The groundbreaking of the national strategic project in the Fakfak fertilizer industrial area was carried out by Indonesian President Joko Widodo through a ceremonial groundbreaking on November 23, 2023. This factory will have a urea fertilizer production capacity of 1.15 million tons per year and ammonia production of 825,000 tons per year. The construction of the fertilizer factory in West Papua aims to increase urea and ammonia production capacity and is expected to support national food security, as well as develop the economy in Eastern Indonesia.



## > 2023-2025

### **Revamping Ammonia Pabrik-2**

Pupuk Kaltim melakukan efisiensi terhadap pabrik tertua yang masih beroperasi, yaitu Ammonia Pabrik-2. Perusahaan melakukan *revamping* (pembaruan) untuk menurunkan konsumsi energi sekitar 4,00 MMBtu/ton. Dengan program ini diharapkan produk Ammonia dan Urea khususnya dari Pabrik-2, dapat lebih kompetitif dan mengurangi emisi karbon (dekarbonisasi). Proyek revamping Ammonia Pabrik-2 ini, direncanakan berlangsung hingga akhir tahun 2025.



## >

### **Peresmian PT Kaltim Amonium Nitrat**

Pengembangan produk dan usaha baru dilakukan melalui diversifikasi produk berbasis gas alam, yaitu pengolahan amoniak menjadi asam nitrat dan amonium nitrat. Pupuk Kaltim melalui anak usaha

PT Kaltim Amonium Nitrat (KAN) telah selesai membangun pabrik amonium nitrat dan telah diresmikan oleh Presiden RI pada tanggal 29 Februari 2024. PT KAN memiliki kapasitas produksi sebesar 75 ribu ton per tahun, dan dapat mengurangi impor amonium nitrat sebanyak 8%.

### **Inauguration of PT Kaltim Amonium Nitrat**

New product and business development is carried out through natural gas-based product diversification, namely processing ammonia into nitric acid and ammonium nitrate. Pupuk Kaltim, through its subsidiary PT Kaltim Amonium Nitrat (KAN), completed the construction of an ammonium nitrate plant and was inaugurated by the President of the Republic of Indonesia on February 29, 2024. PT KAN has a production capacity of 75 thousand tons per year and can reduce imports of ammonium nitrate by 8%.

### **Revamping Ammonia Plant-2**

Pupuk Kaltim is conducting efficiency measures on its oldest operational plant, the Ammonia Plant-2. The company is revamping (upgrading) it to reduce energy consumption by approximately 4.00 MMBtu/ton. With this program, it is hoped that the production of ammonia and urea, especially from Plant-2, can become more competitive and reduce carbon emissions (decarbonization). The revamping project for Ammonia Plant-2 is planned to continue until the end of 2025.



# Visi dan Misi serta Budaya dan Nilai-Nilai Perusahaan

## Vision and Mission and Corporate Culture and Values

Perusahaan telah menetapkan visi dan misi melalui Surat Keputusan No. 28/DIR/IV.23 tentang Visi, Misi, Budaya, dan Tata Nilai Perusahaan PT Pupuk Kalimantan Timur

The Board of Directors Decree 28/DIR/IV.23 concerning the Corporate Vision, Mission, Culture, and Values of PT Pupuk Kalimantan Timur.

## VISI Vision

**Menjadi Perusahaan kelas dunia yang memberikan solusi inovatif dan berdaya saing di bidang agribisnis dan kimia untuk masa depan yang berkesinambungan.**

Becoming a world-class company that provides innovative and competitive solutions in agribusiness and chemicals for a sustainable future.

## MISI Mission

- **Menjalankan bisnis di bidang solusi agrikultur, kimia, dan jasa pelayanan pabrik yang berdaya saing tinggi.**  
To operate a highly-competitive business in the fields of agricultural solutions, chemicals, and plant services.
- **Mengoptimalkan nilai Perusahaan melalui bisnis inti dan pengembangan bisnis baru dengan ekspansi global dan mengoptimalkan *circular economy* yang dapat memberikan nilai tambah dan meningkatkan pendapatan.**  
Optimizing Company value through core business and new business development with global expansion and optimizing circular economy that can provide added value and increase revenue.
- **Mendukung program ketahanan dan kedaulatan pangan nasional dengan menerapkan konsep *Sustainability Agri-Culture*.**  
Support national food security and sovereignty programs by implementing the concept of Sustainability Agriculture.
- **Mengoptimalkan utilisasi Sumber Daya di lingkungan sekitar maupun pasar global yang didukung oleh Sumber Daya Manusia yang berwawasan internasional dengan menerapkan teknologi terdepan.**  
Optimize resource utilization in the surrounding environment and global markets, supported by human resources with international insight by applying leading technology.
- **Memberikan manfaat yang optimum bagi Pemegang Saham, karyawan dan masyarakat global serta peduli pada lingkungan.**  
Provide optimum benefits for Shareholders, employees, and the global community as well as caring for the environment.





## SASARAN DAN STRATEGI MENCAPAI VISI DAN MISI

Dalam rangka mencapai Visi dan Misi, Pupuk Kaltim telah menetapkan sasaran dalam *Corporate Plan* 2013–2030 dengan mengacu pada *Corporate Plan* entitas induk, PT Pupuk Indonesia (Persero). *Corporate Plan* Pupuk Kaltim tersebut dirinci dalam sasaran 5 (lima) tahun dengan bisnis utama dan portofolio bisnis Perusahaan.

Sasaran utama tahun 2020–2025 adalah menjadi perusahaan pupuk dan kimia dengan jaringan pasar Asia, masuk dalam bursa saham dan merupakan *Best Managed Corporation*. Sementara sasaran bisnis portofolio adalah menjadi perusahaan pupuk dan kimia yang menghasilkan produk-produk agribisnis dan oleokimia dengan jaringan pasar Asia, masuk bursa saham Internasional dan merupakan *Best Managed Corporation*.

## PERSETUJUAN ATAS VISI DAN MISI

Pada tahun 2024, Dewan Komisaris dan Direksi telah menelaah, menilai, dan menyetujui bahwa Visi dan Misi tersebut telah sesuai dengan kondisi Perusahaan saat ini dan masa yang akan datang.

## GOALS AND STRATEGIES TO ACHIEVE THE VISION AND MISSION

In order to achieve its Vision and Mission, Pupuk Kaltim has set targets in the 2013–2030 Corporate Plan by referring to the PT Pupuk Indonesia (Persero) Corporate Plan. Pupuk Kaltim's Corporate Plan is detailed in 5 (five) year targets with the Company's main businesses and portfolio businesses.

The main business target for 2020–2025 is to become a fertilizer and chemical company with an Asian market network, to be listed on the stock exchange, and to become a Best Managed Corporation. Meanwhile, the portfolio business target is to become a fertilizer and chemical company that produces agribusiness and oleochemical products with an Asian market network, enters the international stock exchange, and becomes the Best Managed Corporation.

## APPROVAL OF THE VISION AND MISSION

In 2024, the Board of Commissioners and Board of Directors reviewed, assessed, and approved that the Vision and Mission were in accordance with the Company's current and future conditions.



# Budaya dan Nilai-Nilai Perusahaan

## Corporate Culture and Values

Karyawan dan keluarga besar Pupuk Kaltim turut menerapkan Budaya dan Nilai-Nilai Perusahaan pada perilaku sehari-hari yang terangkum dalam AKHLAK sebagai *new core values* Perusahaan.

Pupuk Kaltim employees and extended family also apply the Company's Culture and Values in their daily behavior, which is summarized in AKHLAK as the Company's new core values.



A

**Amanah:** Memegang teguh kepercayaan yang diberikan Panduan perilaku:  
a. Memenuhi janji dan komitmen.  
b. Bertanggung jawab atas tugas, keputusan, dan tindakan yang dilakukan.  
c. Berpegang teguh kepada nilai moral dan etika.

**Trustworthy:** Upholding the trust given Conduct guidelines:  
a. Fulfilling promises and commitment.  
b. Responsible for tasks, decisions, and actions taken.  
c. Firmly uphold moral and ethical values.



K

**Kompeten:** Terus belajar dan mengembangkan kapabilitas Panduan perilaku:  
a. Meningkatkan kompetensi diri untuk menjawab tantangan yang selalu berubah.  
b. Membantu orang lain belajar.  
c. Menyelesaikan tugas dengan kualitas terbaik.

**Competent:** Continuously learn and develop capabilities Conduct guidelines:  
a. Increasing self-competency to respond to ever-changing challenges.  
b. Helping others to learn.  
c. Completing tasks with highest quality.



H

**Harmonis:** Saling peduli dan menghargai perbedaan Panduan perilaku:  
a. Menghargai setiap orang apapun latar belakangnya.  
b. Suka menolong orang lain.  
c. Membangun lingkungan kerja yang kondusif.

**Harmonious:** Care for each other and respect differences Conduct guidelines:  
a. Respect everyone regardless of their background.  
b. Concerned with helping others.  
c. Build a conducive work environment.



L

**Loyal:** Berdedikasi dan mengutamakan kepentingan Bangsa dan Negara Panduan perilaku:  
a. Menjaga nama baik sesama karyawan, pimpinan, BUMN, dan Negara.  
b. Rela berkorban untuk mencapai tujuan yang lebih besar.  
c. Patuh kepada pimpinan sepanjang tidak bertentangan dengan hukum dan etika.

**Loyal:** Dedicating and prioritizing the interests of the Nation Conduct guidelines:  
a. Maintain the good name of fellow employees, leaders, SOEs, and the State.  
b. Willing to make sacrifices to achieve greater goals.  
c. Obey the leadership as long as it does not conflict with law and ethics.



A

**Adaptif:** Terus berinovasi dan antusias menggerakkan ataupun menghadapi perubahan Panduan perilaku:  
a. Cepat menyesuaikan diri untuk menjadi lebih baik.  
b. Terus-menerus melakukan perbaikan mengikuti perkembangan teknologi.  
c. Bertindak proaktif.

**Adaptive:** Continue to innovate and enthusiastically drive or facing change Conduct guidelines:  
a. Quickly adjust to get better.  
b. Constantly make improvements to keep up with technological developments.  
c. Act proactively.



K

**Kolaboratif:** Membangun kerja sama yang sinergis Panduan perilaku:  
a. Memberi kesempatan kepada berbagai pihak untuk berkontribusi.  
b. Terbuka dalam bekerja sama untuk menghasilkan nilai tambah.  
c. Menggerakkan pemanfaatan berbagai sumber daya untuk tujuan bersama.

**Collaborative:** Build synergistic cooperation Conduct guidelines:  
a. Provide opportunities for various parties to contribute.  
b. Open-minded in team work to produce added value.  
c. Mobilize the use of various resources for common goals.







# Logo Perusahaan

## Company Logo

“ Logo Perusahaan Pupuk Kaltim sesuai dengan Surat Keputusan Direksi No. 27/DIR/V/2022 tentang Identitas Perusahaan PT Pupuk Kalimantan Timur.

Pupuk Kaltim's Company Logo is in accordance with the Board of Directors' Decree No. 27/DIR/V/2022 concerning the Corporate Identity of PT Pupuk Kalimantan Timur.



**Logogram**

**Logotype (Brand Name)**

**Palet Warna Turunan**  
Derivative Color Palette

C:0 M:65 Y:100 K:0  
R:244 G:121 B:32  
#F47920

C:13 M:73 Y:100 K:2  
R:211 G:100 B:40  
#D36428

C:19 M:75 Y:100 K:8  
R:190 G:90 B:39  
#BE5A27

**Palet Warna Turunan**  
Derivative Color Palette

C:90 M:60 Y:0 K:0  
R:18 G:104 B:179  
#1268B3

C:99 M:75 Y:22 K:6  
R:10 G:79 B:134  
#0A4F86

C:100 M:78 Y:34 K:21  
R:15 G:65 B:106  
#0F416A

### LOGOGRAM

Merupakan bentuk penyederhanaan dari logo sebelumnya. Logo terdiri atas bentuk:

- Segi Lima melambangkan Pancasila, merupakan landasan idiil Perusahaan.
- Daun dan buah melambangkan kesuburan dan kemakmuran.
- Lingkaran putih kecil adalah letak lokasi Bontang dekat khatulistiwa.
- Warna biru lambang keluasan Nusantara.

### LOGOTYPE

Brand name merupakan identitas penulisan nama Perusahaan atau merek dagang dengan pengolahan huruf sebagai ciri khususnya dan beberapa ketentuan lainnya. Brand name merupakan stilisasi huruf Futura MD, Italic. Karakter huruf Futura terlihat simpel sehingga berkesan lebih modern, dinamis, terbuka dan responsif. Brand name harus selalu menyertakan logo dengan posisi rata tengah di antara 2 kata.

### WARNA JINGGA

Melambangkan semangat kreativitas yang membangun dan sikap profesional dalam mencapai kesuksesan usaha.

### WARNA BIRU

Melambangkan semangat kreativitas yang membangun dan sikap profesional dalam mencapai kesuksesan usaha.

### LOGOGRAM

This is a simplified form of the previous logo. The logo consists of the following shapes:

- The pentagon symbolizes Pancasila, which is the ideal foundation of the Company.
- Leaves and fruit symbolize fertility and prosperity.
- The small white circle is the location of Bontang, near the equator.
- The blue color symbolizes the vastness of Nusantara.

### LOGOTYPE

A brand name is an identity for writing a company name or trademark with processing of letters as a special characteristic and several other provisions. The brand name is the stylization of the letters Futura MD, Italic. The Futura character looks simple with modern, dynamic, open, and responsive impression. The brand name must always include a logo between the two words.

### ORANGE COLOR

Symbolizes the spirit of constructive creativity and professional attitude in achieving business success.

### BLUE COLOR

Symbolizes the breadth of insight of the archipelago and the spirit of integrity to jointly build the nation and wisdom in utilizing natural resources.



# Kegiatan Usaha

## Business Activity



**Sebagai bagian dari Holding BUMN Pupuk dengan Pemerintah Republik Indonesia sebagai entitas pemilik akhir, Pupuk Kaltim berkomitmen untuk memberikan hasil terbaik untuk menunjang produksi pupuk nasional. Bisnis utama Pupuk Kaltim adalah memproduksi dan menjual pupuk urea, amoniak, dan pupuk NPK dengan segmen pasar dalam maupun luar negeri.**

As part of the Holding BUMN Fertilizer with the Government of the Republic of Indonesia as the final owner entity, Pupuk Kaltim is committed to providing the best results to support national fertilizer production. Pupuk Kaltim's main business is to produce and sell urea, ammonia, and NPK fertilizers with domestic and foreign market segments.



### KEGIATAN USAHA BERDASARKAN ANGGARAN DASAR

Mengacu pada pasal 3 Anggaran Dasar Perusahaan, kegiatan usaha Perusahaan adalah:

1. Industri Manufaktur (KBLI 25120, 20112, 20122, 20123)  
Mengolah bahan-bahan mentah tertentu menjadi bahan-bahan pokok yang diperlukan untuk pembuatan pupuk, petrokimia, agrokimia, agroindustri, dan bahan kimia lainnya serta mengolah bahan pokok tersebut menjadi berbagai jenis pupuk dan hasil kimia lainnya beserta produk-produk turunannya.

Selain produksi produk pupuk dan amoniak, Pupuk Kaltim juga memproduksi utilitas pabrik seperti *steam*, listrik, dan air demineralisasi untuk mencukupi kebutuhan industri Perusahaan. Guna menunjang keberlangsungan bisnis dan mengukuhkan posisinya di dunia bisnis manufaktur, Pupuk bisnis di bidang pengolahan methanol. Hal ini ditandai dengan perencanaan pembangunan unit pengolahan baru dan penyiapan lahan industri di kawasan industri Pupuk Kaltim.

2. Perdagangan (KBLI 46692, 46100)  
Menjalankan distribusi dan perdagangan urea, amoniak, produk pupuk, petrokimia, agrokimia, agroindustri, dan bahan kimia baik secara domestik dan internasional, termasuk impor bahan baku, bahan pendukung, peralatan produksi pupuk, dan bahan kimia.

### BUSINESS ACTIVITIES BASED ON THE ARTICLES OF ASSOCIATION

Referring to article 3 of the Company's Articles of Association, the Company's business activities are:

1. Manufacturing Industry (KBLI 25120, 20112, 20122, 20123)  
Processing certain raw materials into basic materials needed for producing fertilizers, petrochemicals, agrochemicals, agroindustry, and other chemicals and processing these basic materials into various types of fertilizers and other chemical products along with their derivative products.

Besides the production of fertilizer and ammonia products, Pupuk Kaltim also produces factory utilities such as steam, electricity, and demineralized water to meet the Company's industrial needs. In order to support business continuity and strengthen its position in the manufacturing business sector, the Company also opens a business in the methanol processing sector. It is marked by the plan to build new processing units and prepare industrial land in the Pupuk Kaltim industrial area.

2. Trading (KBLI 46692, 46100)  
Carrying out distribution and trading of urea, ammonia, fertilizer products, petrochemicals, agrochemicals, agro-industry, and chemicals both domestically and internationally, including imports of raw materials, supporting materials, fertilizer production equipment, and chemicals.





Selain itu, untuk memastikan dan menjamin siklus industri dari produksi barang kepada konsumen, Pupuk Kaltim menjalankan aktivitas di seluruh lini pemasaran. Secara korporat, kebijakan ini menjadikan trading bahan baku pupuk sebagai bagian dari aktivitas bisnis korporat.

To ensure and guarantee the industrial cycle from the production of goods to consumers, Pupuk Kaltim carries out activities in all marketing lines. Corporately, this policy makes trading of fertilizer raw materials part of corporate business activities.

3. Jasa (KBLI 36001, 70209, 71202, 52101, 52221, 78429)  
Melaksanakan studi penelitian, pendidikan, pengembangan, desain *engineering*, pengantongan (*bagging station*), konstruksi, pabrikasi, manajemen pengoperasian pabrik, perbaikan atau reparasi, pemeliharaan, konsultasi (kecuali konsultasi bidang hukum), dan jasa teknis lainnya dalam sektor industri pupuk, petrokimia, agrokimia, agroindustri, serta industri kimia lainnya dan juga jasa dalam bidang pertanian dan perkebunan.

3. Services (KBLI 36001, 70209, 71202, 52101, 52221, 78429)  
Carrying out research studies, education, development, engineering design, bagging stations, construction, manufacturing, factory operation management, repairs or repairs, maintenance, consultation (except legal consultation), and other technical services in the fertilizer, petrochemical, industrial sectors agrochemical, agro-industry, and other chemical industries as well as services in the agricultural and plantation sectors.

Pada bidang jasa, Pupuk Kaltim menjalankan riset dan pengembangan yang terdiri dari pengembangan produk, teknologi, hingga jasa pelayanan perawatan pabrik. Pengembangan riset produk memungkinkan Pupuk Kaltim mengembangkan produk-produk baru yang akan dipasarkan melalui pasar ritel. Di bidang jasa pelayanan perawatan pabrik, Pupuk Kaltim menyediakan beragam jasa perawatan dan perbaikan pabrik, serta dilengkapi dengan fasilitas untuk memproduksi sejumlah suku cadang dan terus berkiprah melalui penjualan jasa dan peralatan. Fokus usaha jasa Pupuk Kaltim berkembang dengan implementasi *PreciPalm*, yaitu jasa pengelolaan solusi pertanian cerdas (*smart farming*) untuk meningkatkan efisiensi pertanian dan produktivitas lahan.

In the service sector, Pupuk Kaltim carries out research and development, consisting of product development, technology, and factory maintenance services. The development of product research enables Pupuk Kaltim to develop new products that will be marketed through the retail market. In the field of factory maintenance services, Pupuk Kaltim provides a variety of factory maintenance and repair services, is equipped with facilities to produce several spare parts, and continues to take part through sales of services and equipment. Pupuk Kaltim's service business focus is increasing with the implementation of *PreciPalm*, a smart farming solution management service to increase agricultural efficiency and land productivity.

## KEGIATAN USAHA YANG DIJALANKAN DI TAHUN BUKU

Seluruh kegiatan usaha yang dijalankan pada tahun buku sejalan dengan yang telah ditetapkan pada Anggaran Dasar Perusahaan.

## BUSINESS ACTIVITIES CARRIED OUT IN THE FINANCIAL YEAR

All business activities carried out in the financial year are in line with those stipulated in the Company's Articles of Association.



# Produk Utama serta Produksi dan Distribusi

Main Products, Production, and Distribution

## Produk Utama Pupuk Kaltim

Pupuk Kaltim Main Products



**AMONIAK** | AMMONIA

Amoniak digunakan sebagai bahan mentah dalam industri kimia dan memiliki berbagai produk turunan. Amoniak produksi Pupuk Kaltim dipasarkan dalam bentuk cair pada suhu  $-33^{\circ}\text{C}$  dengan kemurnian minimal 99,5% dan campuran (*impurity*) berupa air maksimal 0,5%. Amoniak dibuat dari bahan baku gas bumi yang direaksikan dengan udara dan uap air yang diproses pada suhu dan tekanan tinggi secara bertahap melalui beberapa reaktor yang mengandung katalis.

Mostly used as a raw material in the chemical industry with various derivative products. Pupuk Kaltim's ammonia production is marketed in liquid form at a temperature of  $-33^{\circ}\text{C}$  with a minimum purity of 99.5% and a maximum impurity of water of 0.5%. Ammonia is made from natural gas feedstock reacted with air and water vapor, which are processed at high temperature and pressure gradually through several reactors containing catalysts.



**UREA** | UREA

Pupuk urea memiliki kandungan nitrogen (N) 46%, dihasilkan dari reaksi antara amoniak ( $\text{NH}_3$ ) dengan karbon dioksida ( $\text{CO}_2$ ) dalam suatu proses kimia menjadi urea padat dalam bentuk *prill* dengan ukuran 1-3,35 mm dan granulat dengan ukuran 2-4,75 mm. Urea *prill* banyak digunakan untuk segmen tanaman pangan dan industri, sedangkan urea granulat lebih cocok untuk segmen perkebunan dan industri.

Pupuk urea non subsidi Pupuk Kaltim berwarna putih dipasarkan dan dijual dengan merek dagang Nitrea (*single branding urea non subsidi*), sedangkan urea bersubsidi berwarna *pink* dipasarkan dengan logo Pupuk Indonesia Holding Company.

Urea fertilizer has a nitrogen (N) content of 46%, produced from the reaction between ammonia ( $\text{NH}_3$ ) and carbon dioxide ( $\text{CO}_2$ ) in a chemical process to become solid urea in the form of prills with a size of 1-3.35 mm and granules with a size of 2-4.75 mm. Prill urea is widely used for the food and industrial crop segments, while granular urea is more suitable for the plantation and industrial segments.

Pupuk Kaltim's white non-subsidized urea fertilizer is marketed and sold under the Nitrea (*single branding non-subsidized urea*) trademark, while the colored subsidized urea is marketed with the Pupuk Indonesia Holding Company logo.

**NPK**

**NPK** | NPK

Pupuk NPK terdiri dari dua jenis yaitu NPK Blending dan NPK Fusion yang dibuat dalam berbagai komposisi, sesuai kebutuhan tanaman dan jenis tanah. Jenis pupuk ini mengandung tiga unsur hara makro yang sangat dibutuhkan oleh tanaman. Bahan baku NPK berupa urea, DAP (*Diamond Phosphate*)/RP (*Rock Phosphate*), KCl (Kalium Klorida), dan bahan-bahan lain berupa mikronutrien berkualitas tinggi. Pupuk NPK non subsidi Pupuk Kaltim dipasarkan dan dijual dengan merek NPK Pelangi, sedangkan pupuk NPK subsidi terbagi menjadi dua merek dagang yaitu NPK Phonska subsidi untuk jenis NPK Fusion dan NPK Pelangi Formula khusus kakao untuk NPK Blending, keduanya menggunakan logo Pupuk Indonesia Holding Company.

NPK fertilizer consists of two types, namely NPK Blending and NPK Fusion, which are made in various compositions, according to plant needs and soil type. This type of fertilizer contains three macro nutrients needed by plants. The raw materials for NPK are urea, DAP (*Diamond Phosphate*)/RP (*Rock Phosphate*), KCl (*Potassium Chloride*), and other ingredient with high-quality micronutrients. Pupuk Kaltim non-subsidized NPK fertilizer is marketed and sold under the NPK Pelangi brand, while the subsidized NPK fertilizer is divided into two trademarks, namely subsidized NPK Phonska for the NPK Fusion type and NPK Pelangi Formula special cocoa for NPK Blending, both using the Pupuk Indonesia Holding Company logo.





## Unit Produksi yang Dimiliki Pupuk Kaltim

### Production Units Owned by Pupuk Kaltim

#### PABRIK AMONIAK | AMMONIA PLANT

Pupuk Kaltim memiliki 5 (lima) pabrik Amoniak, yaitu Pabrik 1A, Pabrik 2, Pabrik 3, Pabrik 4, dan Pabrik 5, dengan total kapasitas produksi 2,74 juta ton per tahun. Pupuk Kaltim has 5 (five) Ammonia Plants, namely Plant 1A, Plant 2, Plant 3, Plant 4, and Plant 5, with a total production capacity of 2.74 million tons per year.

#### PABRIK UREA | UREA PLANT

Pupuk Kaltim memiliki 5 (lima) pabrik Urea, yakni Pabrik 1A, Pabrik 2, Pabrik 3, Pabrik 4, dan Pabrik 5. Produk Urea jenis *prill* diproduksi oleh Pabrik 2 dan Pabrik 3, sedangkan produk Urea jenis granul diproduksi oleh Pabrik 1A, Pabrik 4, dan Pabrik 5 dengan total kapasitas produksi 3,43 juta ton per tahun.

Pupuk Kaltim has 5 (five) Urea Plants, namely Plant 1A, Plant 2, Plant 3, Plant 4, and Plant 5. The *prill*-type Urea products are produced by Plant 2 and Plant 3, while the granule-type Urea products are produced by Plant 1A, Plant 4, and Plant 5 with a total production capacity of 3.43 million tons per year.



#### PABRIK NPK | NPK PLANT

Pupuk Kaltim memiliki pabrik NPK dengan 2 (dua) teknologi pengolahan yaitu pabrik NPK Fusion dengan kapasitas 2x100.000 ton per tahun dan pabrik NPK Blending dengan kapasitas 100.000 ton per tahun, sehingga total kapasitas produksi sebesar 300.000 ton per tahun. Pupuk Kaltim has an NPK plant with 2 (two) processing technologies, namely the NPK Fusion Plant with a capacity of 2x100,000 tons per year and the NPK Blending Plant with a capacity of 100,000 tons per year, totaling the production capacity to 300,000 tons per year.

#### PABRIK UTILITAS | UTILITY PLANT

Penyedia kebutuhan utilitas pabrik amoniak, urea, maupun NPK terdiri dari beberapa unit, yaitu penyedia air laut, klorinasi, desalinasi, *plant air*, demineralisasi, *cooling water system*, pembangkit listrik dan pembangkit uap air, unit-unit ini terintegrasi antara satu pabrik dengan pabrik lainnya.

The provider of utility needs for ammonia, urea and NPK plants consists of several units, namely sea water provider, chlorination, desalination, plant air, demineralization, cooling water system, electricity generator, and water steam generator. These units are integrated between one plant to another.

### Pabrik dan Kapasitas Pabrik Pupuk Kaltim 2024

#### Pupuk Kaltim Plants and Capacity in 2024

| Pabrik<br>Plants     | Tahun Berdiri<br>Year of Establishment | Kapasitas Produksi<br>Production Capacity |           |         |
|----------------------|----------------------------------------|-------------------------------------------|-----------|---------|
|                      |                                        | Amoniak<br>Ammonia                        | Urea      | NPK     |
| Pabrik 1A   Plant 1A | 2014                                   | 660.000                                   | 570.000   |         |
| Pabrik 2   Plant 2   | 1982                                   | 595.000                                   | 570.000   |         |
| Pabrik 3   Plant 3   | 1986                                   | 330.000                                   | 570.000   |         |
| Pabrik 4   Plant 4   | 2002                                   | 330.000                                   | 570.000   |         |
| Pabrik 5   Plant 5   | 2015                                   | 825.000                                   | 1.150.000 |         |
| Pabrik 7   Plant 7   |                                        |                                           |           |         |
| NPK Fusion           | 2010                                   |                                           |           | 200.000 |
| NPK Blending         | 2005                                   |                                           |           | 100.000 |
| Jumlah   Total       |                                        | 2.740.000                                 | 3.430.000 | 300.000 |



## Merek Dagang Produk Perusahaan Company Trademark



Urea Pupuk Kaltim sektor non subsidi memiliki butiran pupuk berwarna putih dengan variasi kemasan 50 kg serta dengan merek Nitrea yang merupakan *single branding* dari Pupuk Indonesia Holding Company dengan kemasan 50 kg.

Urea Pupuk Kaltim non-subsidized sector has white fertilizer granules with 50 kg packaging variations and with the Nitrea brand which is the single branding of Pupuk Indonesia Holding Company with 50 kg packaging.

Sedangkan urea bersubsidi disalurkan dengan logo Pupuk Indonesia Holding Company, mempunyai butiran pupuk berwarna pink, dengan kemasan 50 kg.

Meanwhile, subsidized urea is distributed with the Pupuk Indonesia Holding Company logo, with pink fertilizer granules and 50 kg packaging.



Pupuk NPK non subsidi dipasarkan dan dijual dengan merek dagang NPK Pelangi dengan variasi kemasan 2 kg, 5 kg, 10 kg, 20 kg, dan 50 kg. Produk pupuk NPK Pelangi memiliki beberapa keunggulan antara lain dapat diformulasikan dengan sangat fleksibel sesuai kebutuhan pelanggan dan terbukti dapat meningkatkan hasil panen.

Non-subsidized NPK fertilizer is marketed and sold under the NPK Pelangi trademark in packaging variations of 2 kg, 5 kg, 10 kg, 20 kg, and 50 kg. NPK Pelangi fertilizer products have several advantages, including being able to be formulated flexibly according to customer needs and are proven to increase crop yields.

Pupuk Kaltim menyalurkan 2 jenis pupuk NPK subsidi, yaitu NPK Phonska untuk jenis NPK Fusion dan NPK kakao subsidi untuk jenis NPK Blending. Keduanya disalurkan dengan logo Pupuk Indonesia Holding Company.

Pupuk Kaltim distributes 2 types of subsidized NPK fertilizers, namely NPK Phonska for NPK Fusion type and subsidized cocoa NPK for NPK Blending type. Both are distributed with the logo of Pupuk Indonesia Holding Company.





### NPK PELANGI JOS NPK PELANGI JOS

NPK Pelangi JOS merupakan pupuk NPK anorganik dengan komposisi tertentu dan diperkaya dengan pupuk hayati atau mikroba, sehingga dalam satu produk terdapat kandungan hara Nitrogen, *Phosphate*, Kalium dan mikroba yang bermanfaat baik bagi tanah dan tanaman. NPK Pelangi JOS dapat memperoleh produktivitas 10-15% lebih tinggi dengan efisiensi dosis penggunaan hingga 20-25%.

NPK Pelangi JOS is an inorganic NPK fertilizer with a certain composition and enriched with biological fertilizer or microbes. This product contains beneficial nutrients such as Nitrogen, Phosphate, Potassium, and microbes for soil and plants. NPK Pelangi JOS can obtain 10-15% higher productivity with a dosage efficiency of up to 20-25%.

### PRODUK HAYATI SKALA PILOT

Pupuk hayati yang dikembangkan di Pupuk Kaltim memiliki kandungan dan manfaat beragam yang dikenal dengan merek dagang Ecofert, Biotara, Biosalin, BioLK, dan Fumyza. Selain itu, Pupuk Kaltim juga memproduksi produk bioaktivator pengomposan dengan merek dagang Biodex.

### PILOT PROJECT OF NATURAL PRODUCTS

Biofertilizers developed at Pupuk Kaltim have various contents and benefits known by the trademarks Ecofert, Biotara, Biosalin, BioLK, and Fumyza. In addition, the Company also produces composting bioactivator products under the Biodex trademark.



### PUPUK HAYATI ECOFERT PUPUK HAYATI ECOFERT

Ecofert merupakan jenis pupuk hayati yang diperkaya dengan mikroorganisme unggulan yang bermanfaat bagi kesuburan tanah, dan dapat digunakan untuk tanaman pangan, hortikultura dan perkebunan. Butiran Ecofert berbentuk granul, berwarna abu-abu, dengan variasi kemasan 1 kg, 5 kg, dan 20 kg.

Ecofert is a biological fertilizer enriched with superior microorganisms that are beneficial for soil fertility, and can be used for food crops, horticulture, and plantations. Ecofert granules are in the form of granules with grey color in a packaging variations of 1 kg, 5 kg, and 20 kg.

Ecofert mengandung bahan aktif *Aspergillus niger*, *Pseudomonas mendocina*, *Bacillus subtilis*, dan *Bacillus flexus*. Beberapa keunggulan yang didapat melalui penggunaan Ecofert adalah untuk meningkatkan tersedianya unsur hara N dan P, memacu pertumbuhan tanaman, meningkatkan penyerapan unsur hara tanah, dan meningkatkan pupuk NPK hingga 25% dari dosis standar dengan dosis pemakaian Ecofert 20-40 kg/ha pada saat pengolahan tanah.

Ecofert contains the active ingredients *Aspergillus niger*, *Pseudomonas mendocina*, *Bacillus subtilis*, and *Bacillus flexus*. Some of the advantages of Ecofert are increasing the availability of N and P nutrients, stimulating plant growth, increasing soil nutrient absorption, and increasing NPK fertilizer up to 25% of the standard dose with a dose of 20-40 kg/ha of Ecofert used during land processing.



### PUPUK HAYATI BIOTARA PUPUK HAYATI BIOTARA

Biotara merupakan Pupuk Hayati yang adaptif dengan tanah masam di lahan rawa yang mampu meningkatkan produktivitas tanaman. Biotara mengandung bahan aktif *Trichoderma sp*, *Bacillus sp*, dan *Azospirillum sp*. Biotara berbentuk serbuk berwarna coklat kehitaman, dengan variasi kemasan 2,5 kg, 10 kg dan 12,5 kg.

Beberapa keunggulan dari Biotara antara lain, mampu mengikat unsur hara N dan P dalam tanah, mendekomposisi sisa-sisa bahan organik, meningkatkan pertumbuhan tanaman, P hingga 30% dan meningkatkan hasil panen padi hingga 20% pada lahan rawa. Dosis pemakaian Biotara adalah 25 kg/ha saat pengolahan tanah.

Biotara is a biofertilizer that is adaptive to acidic soil in swamplands, which is able to increase plant productivity. Biotara contains the active ingredients *Trichoderma sp*, *Bacillus sp*, and *Azospirillum sp*. Biotara is in the form of a blackish brown powder, with packaging variations of 2.5 kg, 10 kg, and 12.5 kg.

Biotara is able to bind the nutrients N and P in the soil, decomposing organic material residues, increasing plant growth, increasing fertilization efficiency, especially N and P by up to 30%, and increasing rice yields by up to 20% on swamp land. The dosage for using Biotara is 25 kg/ha during tillage.



### PUPUK HAYATI BIOSALIN PUPUK HAYATI BIOSALIN

Biosalin merupakan pupuk hayati dengan bahan aktif bakteri *Pseudomonas sp* yang diaplikasikan untuk *seed treatment* dan dapat digunakan pada semua benih tanaman. Biosalin diformulasikan khusus untuk membantu tanaman dalam menghadapi cekaman kadar garam tinggi (salin), seperti di wilayah pesisir pantai dan di lahan tergenang (rawa).

Biosalin berbentuk serbuk, berwarna coklat kehitaman dan memiliki variasi kemasan 100 gr, 250 gr dan 500 gr. Biosalin diaplikasikan dengan dosis 500 gr untuk kebutuhan benih 1 hektar.

Biosalin is a biofertilizer with the active ingredient *Pseudomonas sp* bacteria, which is applied for seed treatment and can be used on all plant seeds. Biosalin is specially formulated to help plants deal with the stress of high salt levels (saline), such as in coastal areas and in flooded land (swamps).

Biosalin is in the form of powder with blackish brown in color and has packaging variations of 100 gr, 250 gr, and 500 gr. Biosalin is applied at a dose of 500 grams for 1 hectare of seeds.





### PUPUK HAYATI BIOLK PUUPK HAYATI BIOLK

BioLK merupakan pupuk hayati dengan bahan aktif bakteri *Bacillus sp* dan *Pseudomonas sp* yang diaplikasikan untuk *seed treatment* dan dapat digunakan pada semua benih tanaman. BioLK diformulasikan khusus untuk membantu tanaman dalam menghadapi cekaman kekeringan atau kadar air rendah.

BioLK berbentuk serbuk, berwarna coklat kehitaman dan memiliki variasi kemasan 100 gr, 250 gr dan 500 gr. BioLK diaplikasikan dengan dosis 500 gr untuk kebutuhan benih 1 hektar.

BioLK is a biofertilizer with the active ingredient *Bacillus sp* and *Pseudomonas sp*, which is applied for seed treatment and can be used on all plant seeds. BioLK is specifically formulated to help plants deal with drought stress or low water levels.

BioLK is in the form of powder with blackish brown in color and has packaging variations of 100 gr, 250 gr, and 500 gr. BioLK is applied in a dose of 500 grams for 1 hectare of seeds.



### PUPUK HAYATI FUMYZA PUUPK HAYATI FUMYZA

Fumyza merupakan pupuk hayati yang diaplikasikan sebagai *seed treatment* yang cocok untuk tanah marginal, kering, dan kekurangan fosfor. Fumyza dengan bahan aktif *Arbuscular Mycorrhiza* memiliki keunggulan dalam meningkatkan penyerapan nutrisi, meningkatkan ketahanan tanaman terhadap hama dan penyakit, serta cekaman lingkungan sehingga cocok untuk diaplikasikan di lahan marjinal dan lahan bekas tambang. Fumyza berbentuk *powder* dengan dosis aplikasi Fumyza relatif kecil yaitu 100 gr untuk kebutuhan benih 1 hektar.

Fumyza is a biological fertilizer applied as seed treatment suitable for marginal, dry, and phosphorus-deficient soils. Fumyza, with its active ingredient *Arbuscular Mycorrhiza*, has the advantage of enhancing nutrient uptake, improving plant resilience to pests and diseases, and environmental stress, making it suitable for application in marginal lands and former mining areas. Fumyza is in powder form, with a relatively small application dosage of 100 grams per hectare for seed requirements.





Biodex merupakan bioaktivator perombak bahan organik. Biodex dibuat dengan menggunakan bahan aktif mikroba unggul yang memiliki kemampuan selulolitik dan lignolitik tinggi seperti *Trichoderma polysporum*, *T. viride*, dan *Fomitopsis meliae*, sehingga waktu pengomposan relatif lebih singkat.

Biodex berbentuk serbuk berwarna coklat kehitaman dan saat ini dijual dalam kemasan 2,5 kg. Biodex memiliki beberapa keunggulan, yaitu sesuai untuk limbah organik padat, tidak membutuhkan tambahan nutrisi, tidak perlu dilakukan pembalikan pada saat proses pengomposan dan sesuai untuk daerah tropis, dengan dosis pemakaian 2,5-5 kg/ton bahan organik.

Biodex is a bioactivator that breaks down organic materials. Biodex is made using superior microbial active ingredients with high cellulolytic and lignolytic abilities such as *Trichoderma polysporum*, *T. viride*, and *Fomitopsis meliae*, resulting in relatively shorter composting time.

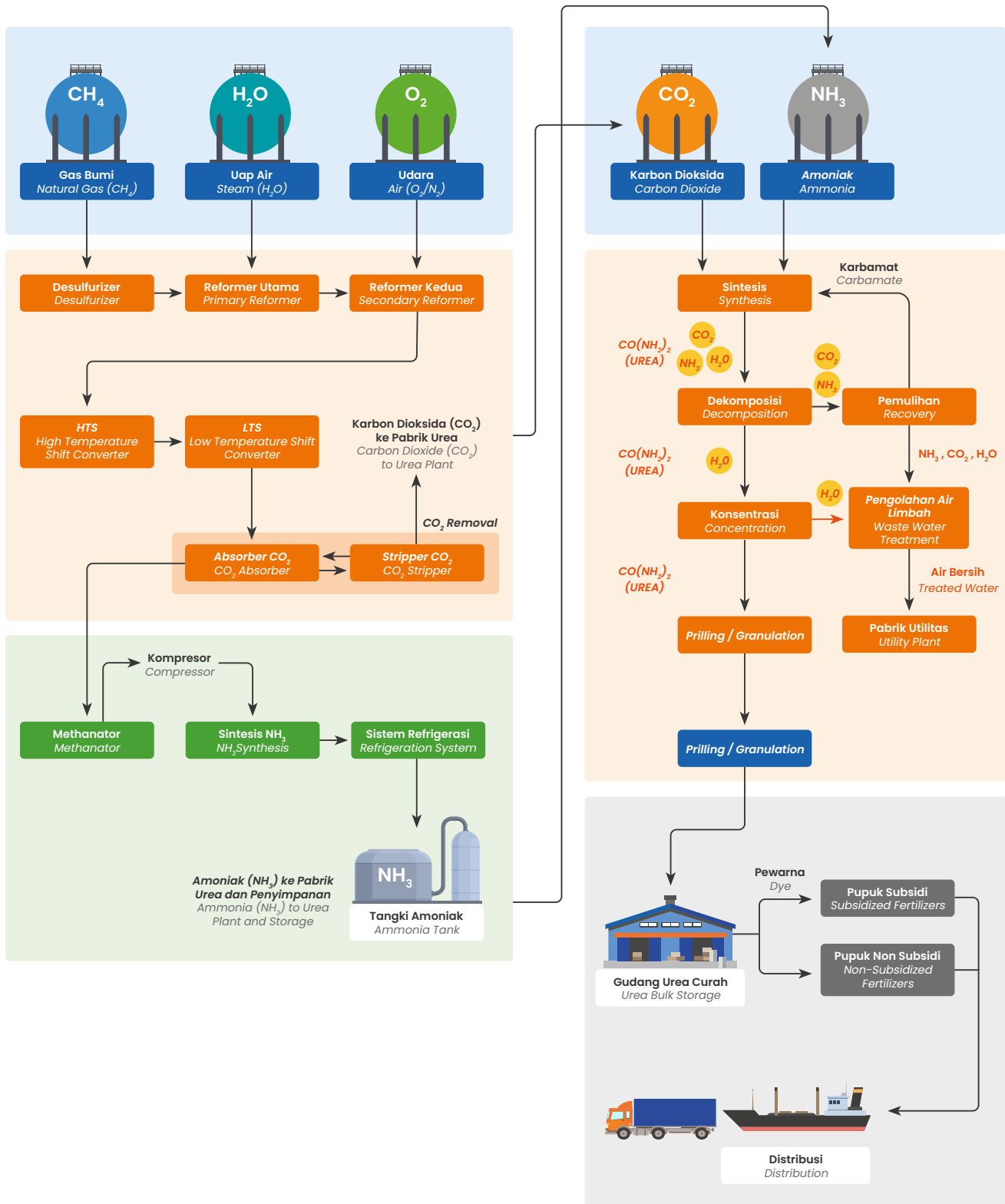
Biodex can be found in the form of a blackish brown powder and is currently sold in 2.5 kg packages. Biodex has several advantages, namely suitable for solid organic waste, does not require additional nutrients, does not need to be turned over during the composting process, and is suitable for tropical areas with a usage dose of 2.5-5 kg/ton of organic material.





# Skema Produksi dan Distribusi Amoniak dan Urea

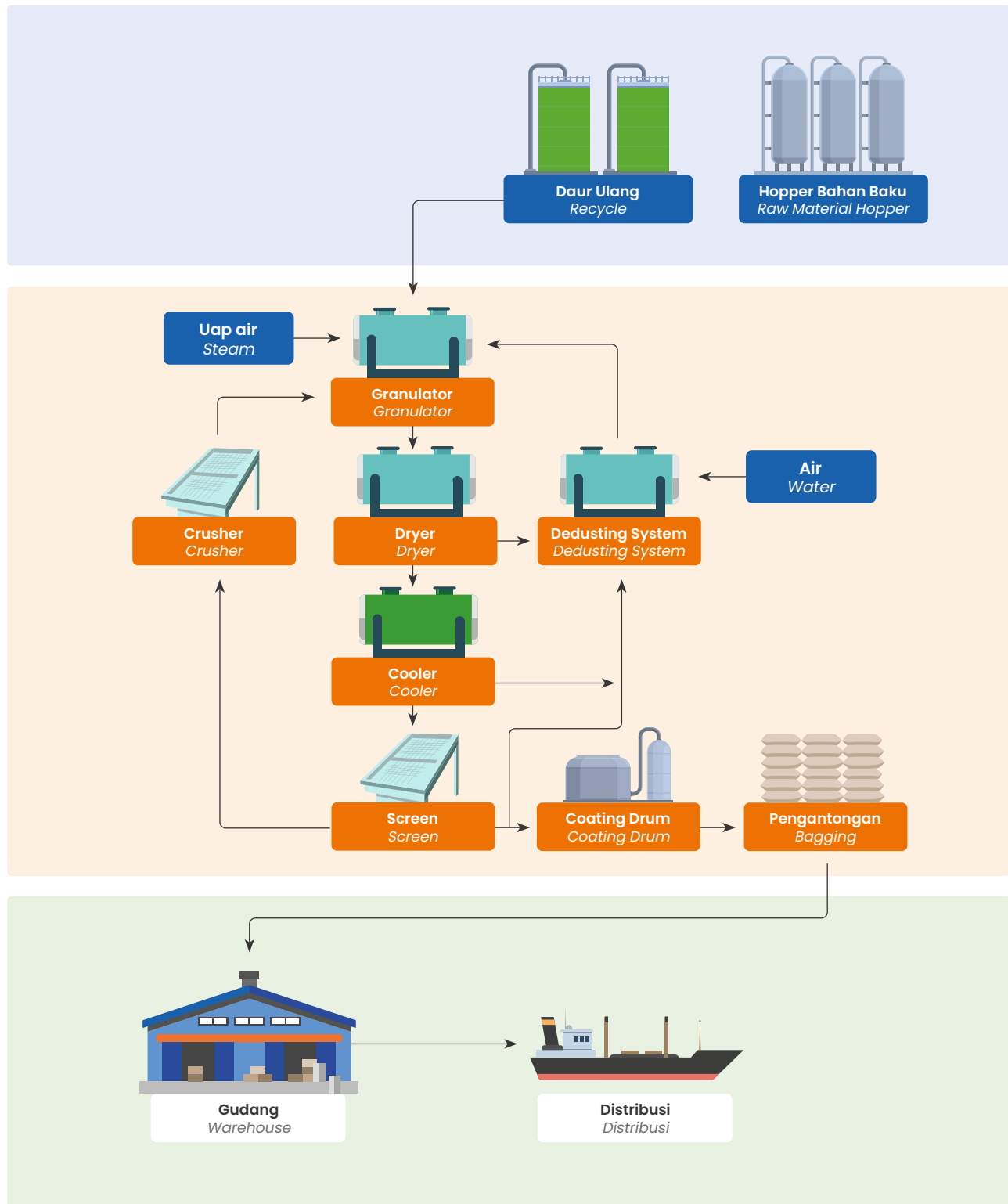
Ammonia and Urea Production and Distribution Scheme





# Skema **Produksi NPK Fusion**

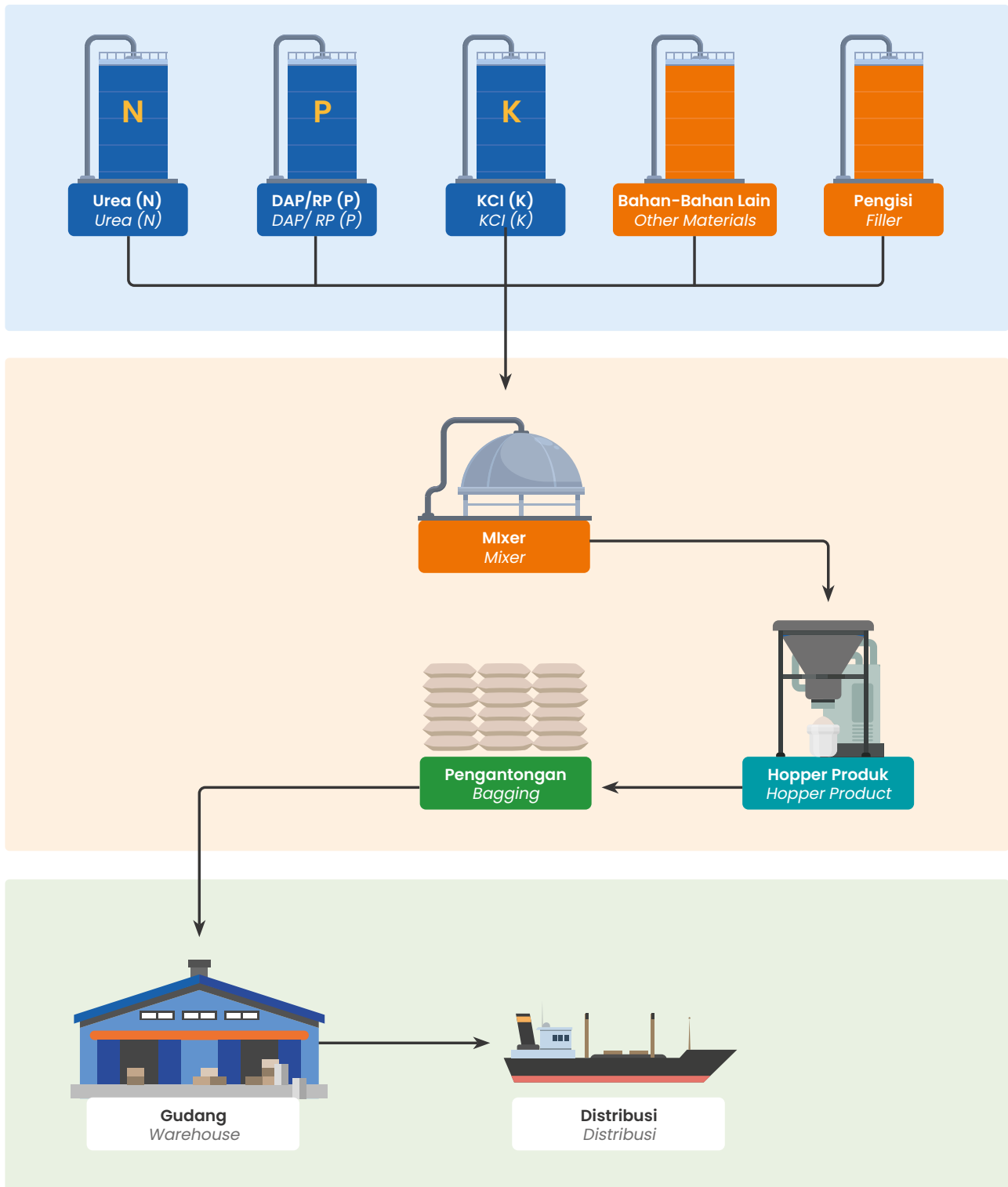
## NPK Fusion Production Scheme





# Skema Produksi NPK Blending

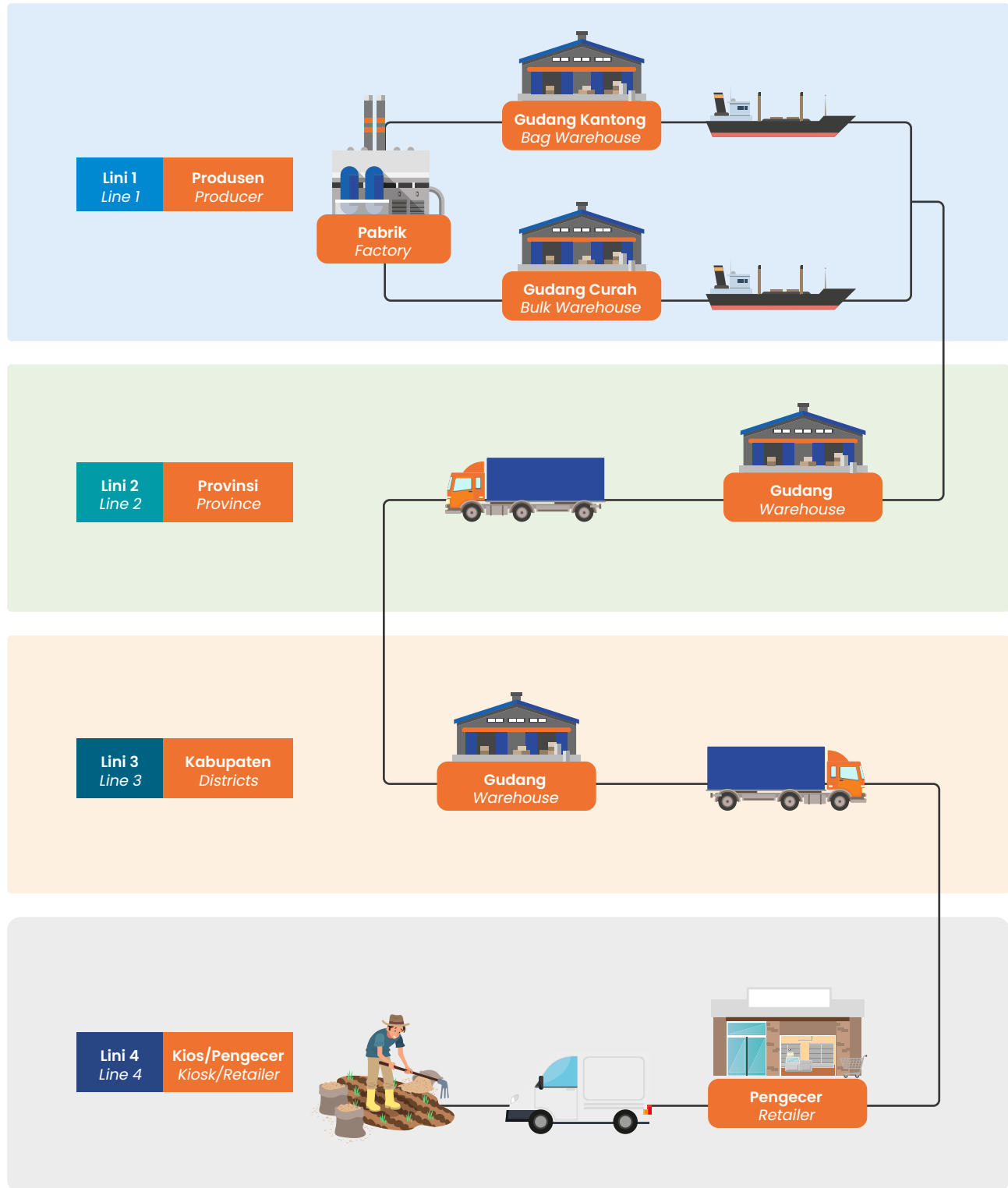
## NPK Blending Production Scheme





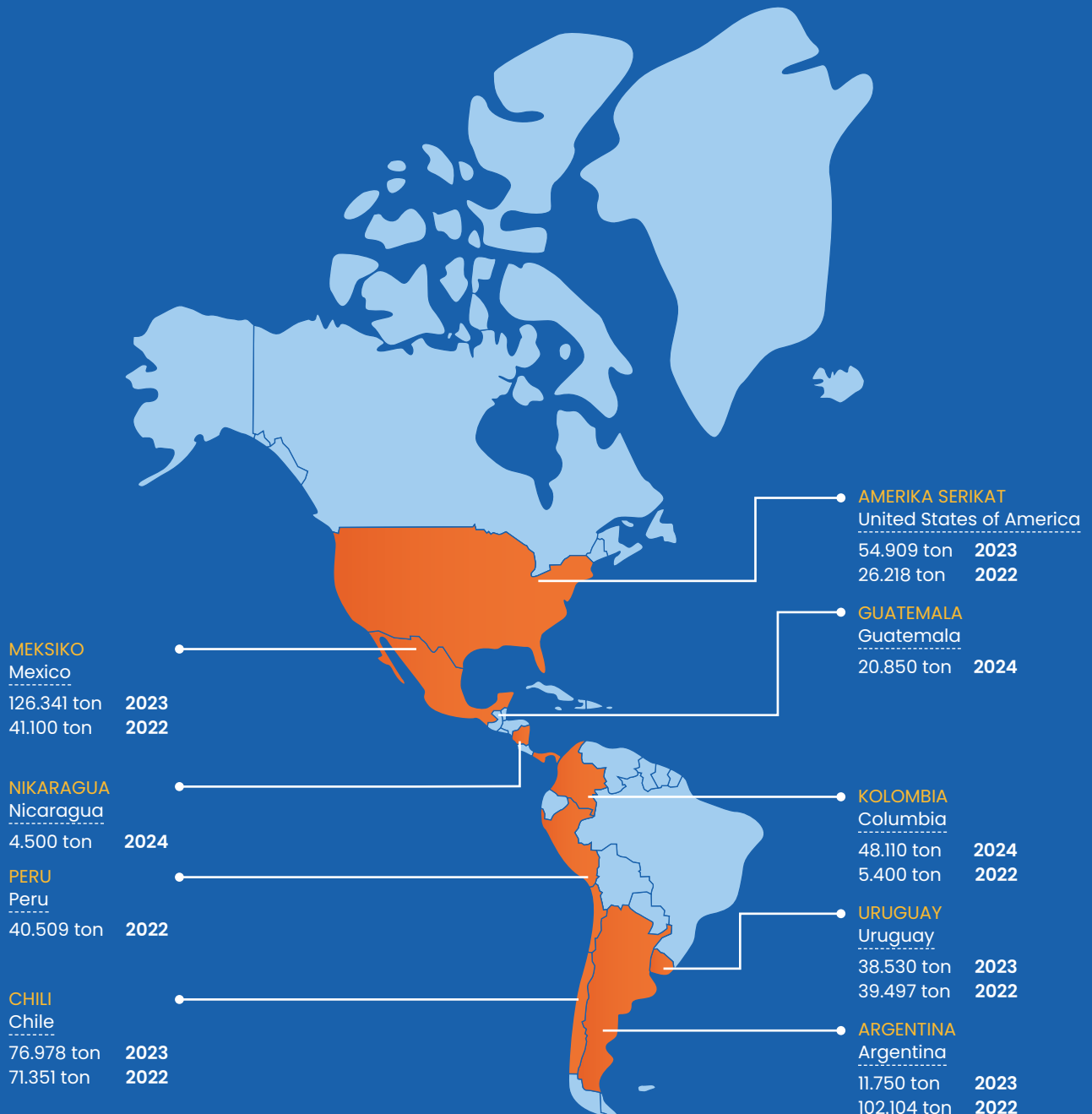
# Skema Distribusi Pupuk Bersubsidi

Subsidized Fertilizers Distribution Scheme



# Wilayah Penjualan Urea Ekspor

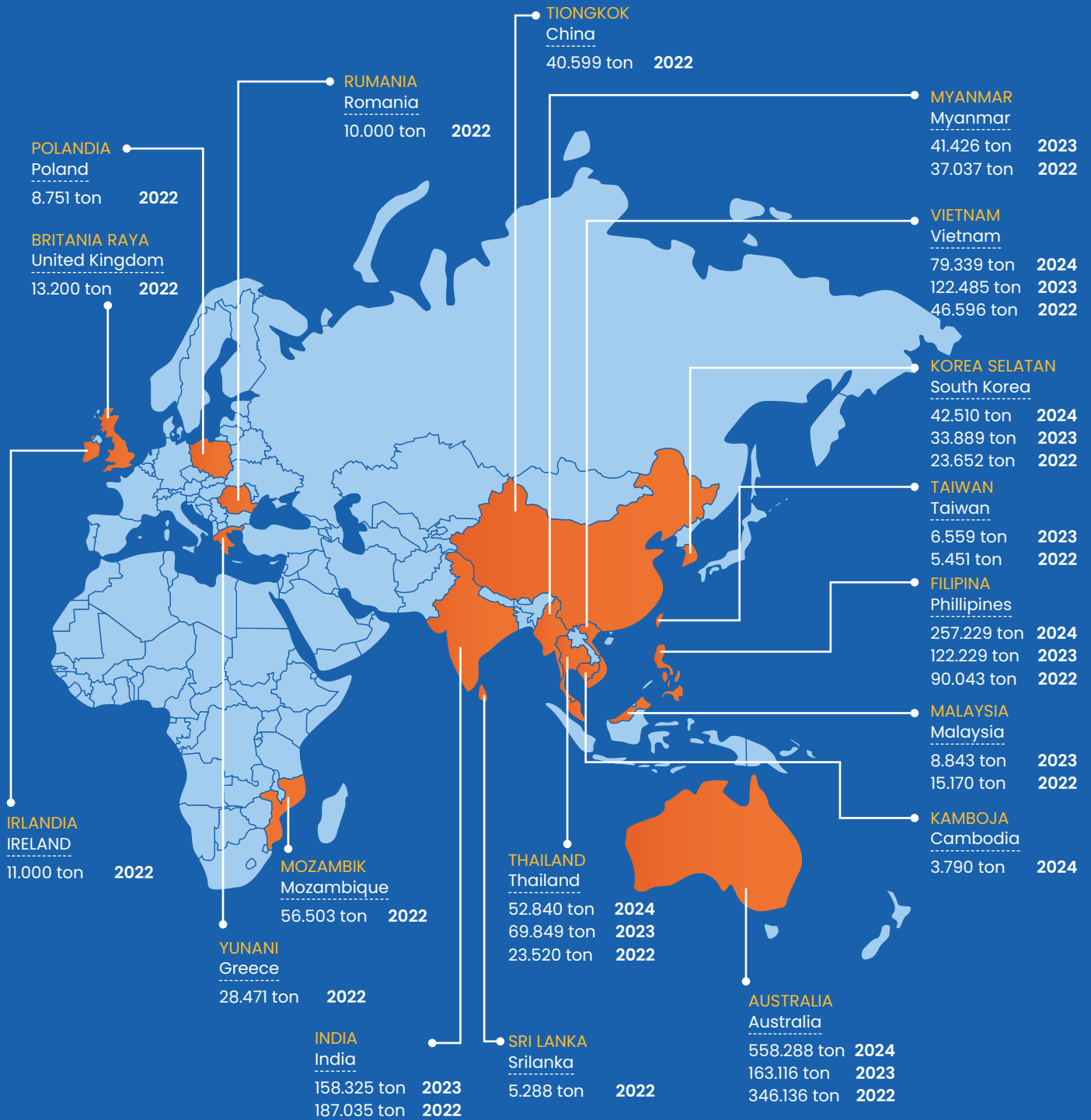
## Urea Export Distribution Area



Pupuk Kaltim dalam tiga tahun terakhir dari tahun 2022 hingga tahun 2024 telah melakukan penjualan ekspor Urea ke berbagai negara dengan tujuan pasar Asia Tenggara, Asia Timur, Australia, Asia Selatan, Afrika, Eropa, Amerika Serikat dan Amerika Selatan.

In the last three years from 2022 to 2024, Pupuk Kaltim sold Urea exports to various countries with market destinations in Southeast Asia, East Asia, Australia, South Asia, Africa, Europe, the United States, and South America.







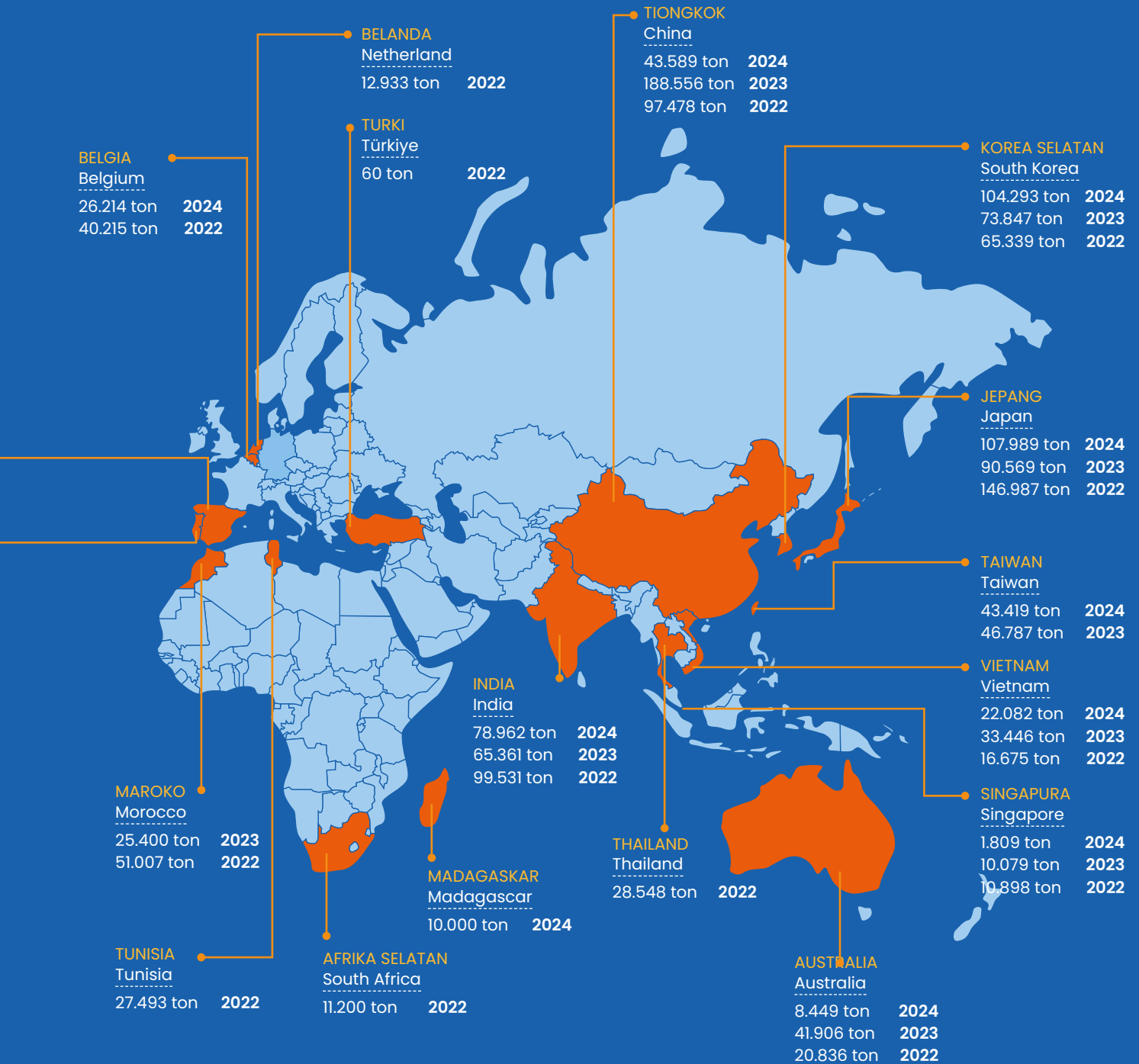
# Wilayah Penjualan Amoniak Ekspor

## Ammonia Export Distribution Area



|          |          |            |      |
|----------|----------|------------|------|
| SPANYOL  | Spain    | 5.214 ton  | 2022 |
| PORTUGAL | Portugal | 10.000 ton | 2022 |





## Wilayah **Rayonisasi dan Tanggung Jawab** **Pengadaan dan Penyaluran Pupuk Urea Subsidi 2024**

Rayonization Areas and Responsibility for Procurement and Distribution of Subsidized Urea Fertilizer in 2024



Berdasarkan pembagian wilayah tanggung jawab penyaluran pupuk subsidi Urea, Tahun 2024 Pupuk Kaltim mendapatkan tanggung jawab penyaluran pupuk subsidi Urea di wilayah Kalimantan Barat, Kalimantan Tengah, Kalimantan Selatan, Kalimantan Timur, Kalimantan Utara, Gorontalo, Sulawesi Utara, Sulawesi Tengah, Sulawesi Selatan, Sulawesi Tenggara, Sulawesi Barat, Nusa Tenggara Barat dan Nusa Tenggara Timur.

Based on the division of the responsibility area for the distribution of Urea subsidized fertilizer, in 2024, Pupuk Kaltim was responsible for distributing Urea subsidized fertilizer in West Kalimantan, Central Kalimantan, South Kalimantan, East Kalimantan, North Kalimantan, Gorontalo, North Sulawesi, Central Sulawesi, South Sulawesi, Southeast Sulawesi, West Sulawesi, West Nusa Tenggara, and East Nusa Tenggara.

## Wilayah **Rayonisasi dan Tanggung Jawab** **Pengadaan dan Penyaluran Pupuk NPK Phonska Subsidi 2024**

Rayonization Areas and Responsibility for Procurement and Distribution of Subsidized NPK Phonska in 2024



Berdasarkan pembagian wilayah tanggung jawab penyaluran pupuk subsidi NPK Phonska, Tahun 2024 Pupuk Kaltim mendapatkan tanggung jawab penyaluran pupuk subsidi NPK Phonska di wilayah Kalimantan Barat, Kalimantan Tengah, Kalimantan Selatan, Kalimantan Timur, Kalimantan Utara, Gorontalo, Sulawesi Utara dan Sulawesi Tengah.

Based on the division of the responsibility area for distributing NPK Phonska subsidized fertilizer, in 2024, Pupuk Kaltim was responsible for distributing NPK Phonska subsidized fertilizer in West Kalimantan, Central Kalimantan, South Kalimantan, East Kalimantan, North Kalimantan, Gorontalo, North Sulawesi, and Central Sulawesi.





## Wilayah **Rayonisasi dan Tanggung Jawab Pengadaan dan Penyaluran Pupuk NPK Kakao Subsidi 2024**

Rayonization Areas and Responsibility for Procurement and Distribution of Subsidized NPK Kakao in 2024



Berdasarkan pembagian wilayah tanggung jawab penyaluran pupuk subsidi NPK Kakao, Tahun 2024 Pupuk Kaltim mendapatkan tanggung jawab penyaluran pupuk subsidi NPK Kakao di seluruh wilayah Indonesia.

Based on the division of responsibility areas for distributing NPK Cocoa subsidized fertilizer, in 2024, Pupuk Kaltim was responsible for distributing NPK Kakao subsidized fertilizer in all regions of Indonesia.

## Alamat **Kantor Cabang/Perwakilan** Representative/Branch Offices

### **KANTOR PERWAKILAN** Representative Offices

| Jakarta                                                                               | Samarinda                                                                        | Balikpapan                                                                           |
|---------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| Jl. Kebon Sirih Raya No. 6A,<br>Jakarta Pusat 10110<br>Telp. (021) 344 3344, 344 3345 | Jl. Abdul Wahab Syahrani<br>Perum. Villa Tamara Blok A No. 1,<br>Samarinda 75123 | Jl. Pupuk Raya No. 54, Balikpapan,<br>Kalimantan Timur 76101<br>Telp. (0542) 763 124 |

### **KANTOR PEMASARAN BERSAMA PUPUK INDONESIA** Joint Marketing Office of Pupuk Indonesia

| Sulawesi Utara<br>North Sulawesi                                                                    | Sulawesi Selatan<br>South Sulawesi                                                                 | Sulawesi Tengah<br>Central Sulawesi                          |
|-----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|--------------------------------------------------------------|
| Ruko Grand Kawanua Citywalk, Blok B-06,<br>Jl. A. A. Maramis, Manado<br>Telp. (0431) 724 1410       | Jl. Andi Pangeran Pettarani, Panakukang,<br>Makassar<br>Telp. (0411) 440 128; Faks. (0411) 452 663 | Jl. Dr. Suharso No. 87, Besusu, Palu<br>Telp. (0451) 456 908 |
| Kalimantan Selatan<br>South Kalimantan                                                              | Jawa Timur<br>East Java                                                                            | Nusa Tenggara Barat<br>West Nusa Tenggara                    |
| Jl. Brigjen. H. Hasan Basri No. 4, Banjarmasin<br>Telp. (0511) 330 7845                             | Jl. Genteng Kali No. 55-57, Genteng,<br>Surabaya<br>Telp. (031) 534 1020; Faks. (031) 535 0369     | Jl. Sriwijaya No. 99, Mataram<br>Telp. (0370) 633 051        |
| Sulawesi Tenggara<br>Southeast Sulawesi                                                             |                                                                                                    |                                                              |
| Jl. Malaka Anduonohu, Komp. Ruko Citra Land Blok I No. 11, Poasia, Kendari<br>Telp. (0401) 341 1202 |                                                                                                    |                                                              |

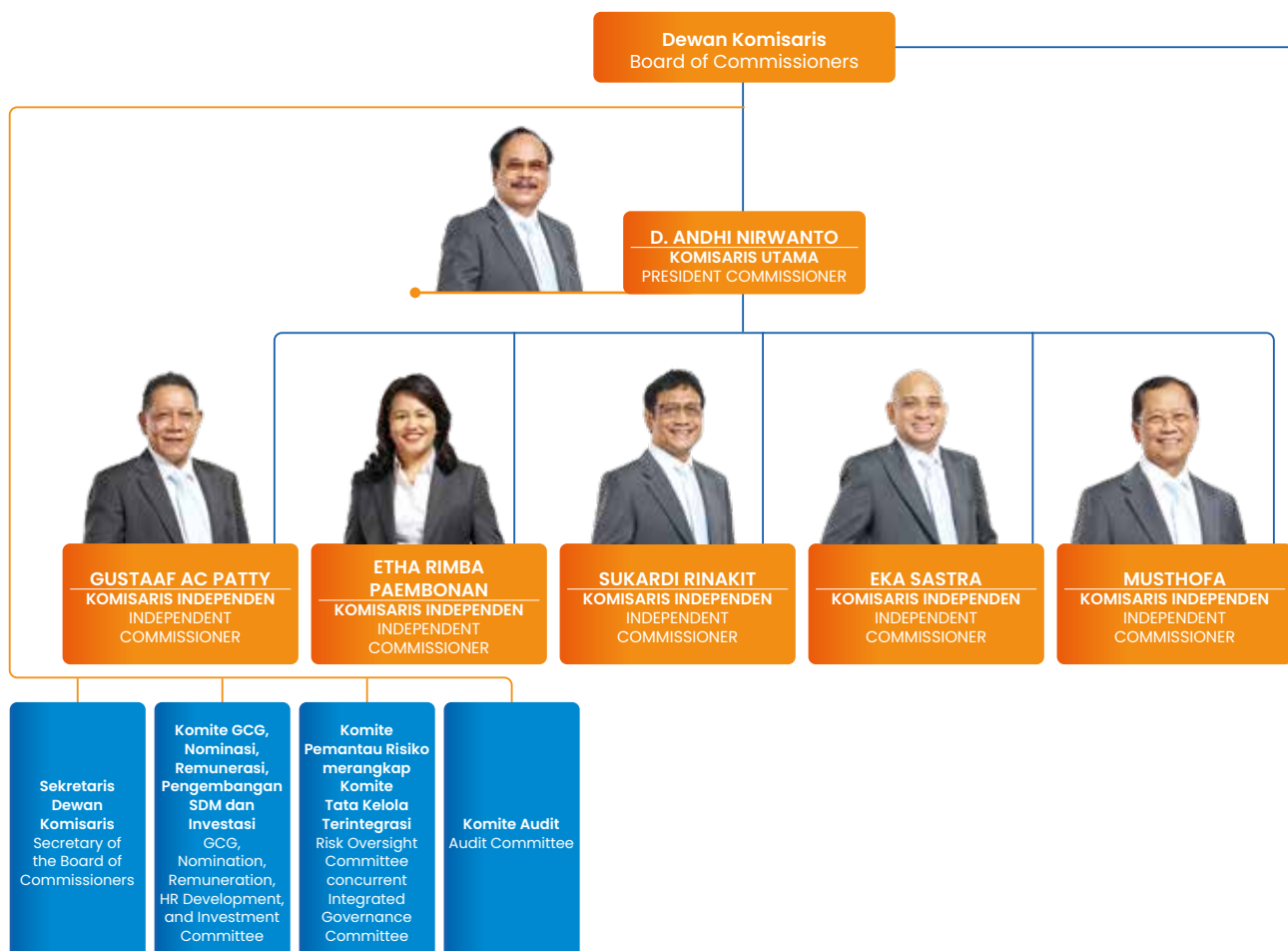


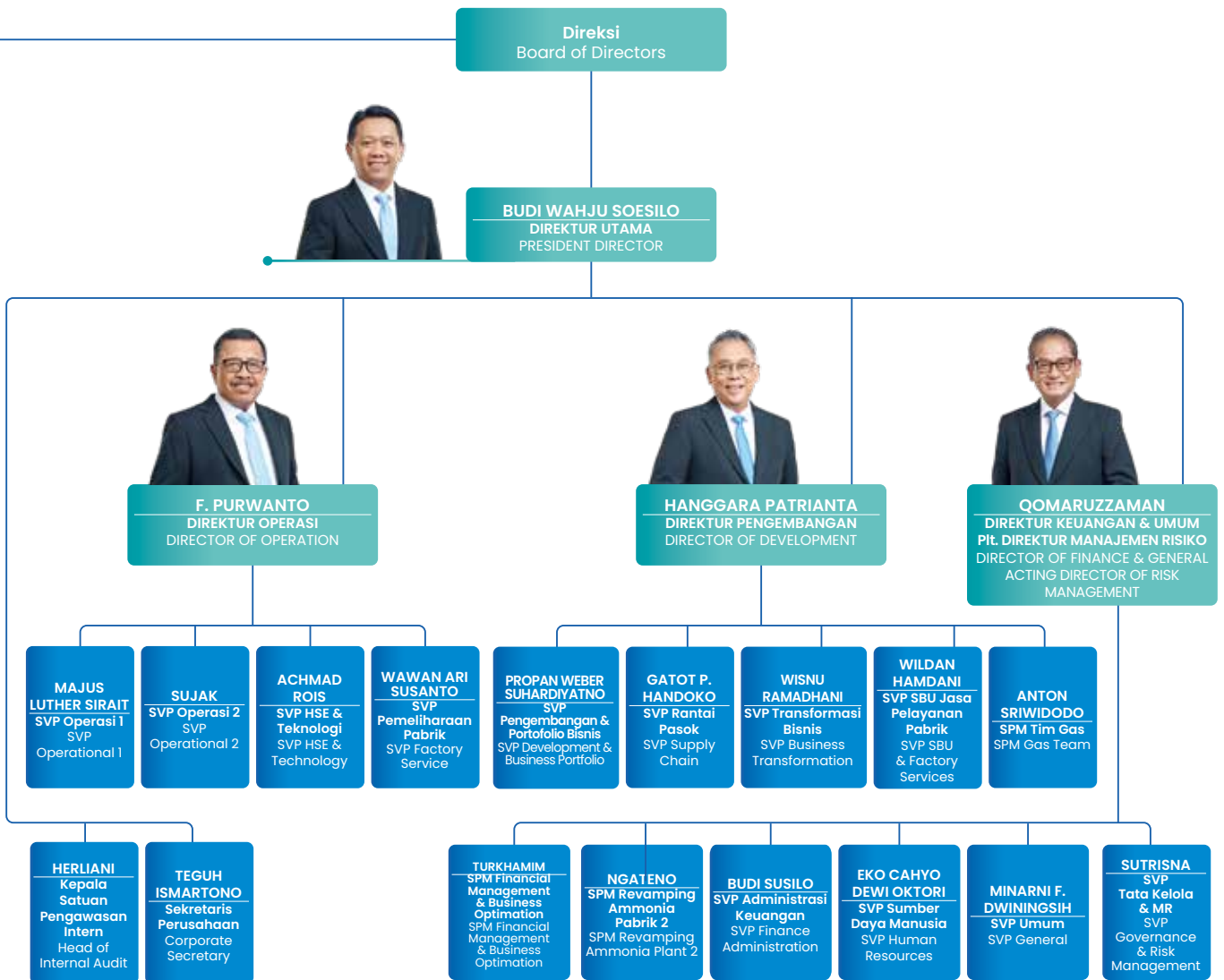
# Struktur Organisasi

## Organizational Structure

Struktur organisasi Pupuk Kaltim telah mengalami perubahan seiring dengan perkembangan bisnis yang dijalankan oleh Perusahaan. Penyesuaian struktur organisasi itu ditetapkan melalui Surat Keputusan Direksi No. 55/DIR/X.24 tentang Struktur Organisasi PT Pupuk Kalimantan Timur.

Pupuk Kaltim's organizational structure has undergone changes in line with the business development run by the Company. The adjustment of the organizational structure was stipulated through the Decree of the Board of Directors No. 55/DIR/X.24 concerning the Organizational Structure of PT Pupuk Kalimantan Timur.





# Susunan dan Profil Dewan Komisaris

## Composition and Profile of the Board of Commissioners

Sepanjang tahun 2024, terdapat perubahan susunan dan komposisi Dewan Komisaris berdasarkan Keputusan Rapat Umum Pemegang Saham (RUPS) Luar Biasa yang diselenggarakan pada 4 Januari 2024 dan 25 November 2024.

Berikut kronologi perubahan susunan Dewan Komisaris sebagaimana terlampir di bawah ini.

Throughout 2024, there were changes in the composition of the Board of Commissioners based on the Resolution of the Extraordinary General Meeting of Shareholders (GMS) held on January 4, 2024, and November 25, 2024.

The following is the chronology of changes in the composition of the Board of Commissioners, as attached below.

### Kronologi Perubahan Susunan Dewan Komisaris

#### Chronology of Changes in the Composition of the Board of Commissioners

| Periode 1 Januari s.d 4 Januari 2024<br>Period January 1 to January 4, 2024 |                                                                                                                        | Periode 4 Januari s.d 31 Mei 2024<br>Period January 4 to May 31, 2024 |                                                        | Periode 31 Mei s.d 25 November 2024<br>Period May 31 to November 25, 2024 |                                                        | Periode 25 November s.d 31 Desember 2024<br>Period November 25 to December 31, 2024 |                                                        | Keterangan<br>Notes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|--------------------------------------------------------|---------------------------------------------------------------------------|--------------------------------------------------------|-------------------------------------------------------------------------------------|--------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Nama<br>Name                                                                | Jabatan<br>Position                                                                                                    | Nama<br>Name                                                          | Jabatan<br>Position                                    | Nama<br>Name                                                              | Jabatan<br>Position                                    | Nama<br>Name                                                                        | Jabatan<br>Position                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Sigit Hardwinarto                                                           | Komisaris<br>Commissioner                                                                                              | Sigit Hardwinarto                                                     | Komisaris<br>Commissioner                              | Sigit Hardwinarto                                                         | Komisaris<br>Independen<br>Independent<br>Commissioner |                                                                                     |                                                        | Sigit Hardwinarto ditetapkan sebagai Komisaris Independen berdasarkan Keputusan RUPSLB tanggal 3 Juni 2024 dan berhenti menjabat sebagai Komisaris berdasarkan keputusan RUPS Luar Biasa tanggal 25 November 2024.                                                                                                                                                                                                                                                                                                                                                |
| Musthofa                                                                    | Komisaris<br>Commissioner                                                                                              | Musthofa                                                              | Komisaris<br>Commissioner                              | Musthofa                                                                  | Komisaris<br>Independen<br>Independent<br>Commissioner | Musthofa                                                                            | Komisaris<br>Independen<br>Independent<br>Commissioner | Musthofa ditetapkan sebagai Komisaris Independen berdasarkan Keputusan RUPSLB tanggal 3 Juni 2024. Musthofa was appointed as Independent Commissioner based on the resolution of the EGMS dated June 3, 2024.                                                                                                                                                                                                                                                                                                                                                     |
| Gustaaf AC Patty                                                            | Komisaris<br>Commissioner                                                                                              | Gustaaf AC Patty                                                      | Komisaris<br>Commissioner                              | Gustaaf AC Patty                                                          | Komisaris<br>Independen<br>Independent<br>Commissioner | Gustaaf AC Patty                                                                    | Komisaris<br>Independen<br>Independent<br>Commissioner | Gustaaf AC Patty ditetapkan sebagai Komisaris Independen berdasarkan Keputusan RUPSLB tanggal 3 Juni 2024. Gustaaf AC Patty was appointed as Independent Commissioner based on the EGMS Resolution dated June 3, 2024.                                                                                                                                                                                                                                                                                                                                            |
| Sukardi Rinakit                                                             | Komisaris<br>Independen<br>Independent<br>Commissioner                                                                 | Sukardi Rinakit                                                       | Komisaris<br>Independen<br>Independent<br>Commissioner | Sukardi Rinakit                                                           | Komisaris<br>Independen<br>Independent<br>Commissioner | Sukardi Rinakit                                                                     | Komisaris<br>Independen<br>Independent<br>Commissioner | Berdasarkan RUPSLB No. 01 tanggal 3 Juni 2024 Sukardi Rinakit kembali diangkat untuk masa jabatan kedua. Based on EGMS No. 01 dated June 3, 2024 Sukardi Rinakit was re-appointed for a second term.                                                                                                                                                                                                                                                                                                                                                              |
| Eka Sastra                                                                  | Plt. Komisaris<br>Utama/Komisaris<br>Independen<br>Acting of President<br>Commissioner/<br>Independent<br>Commissioner | Eka Sastra                                                            | Komisaris<br>Independen<br>Independent<br>Commissioner | Eka Sastra                                                                | Komisaris<br>Independen<br>Independent<br>Commissioner | Eka Sastra                                                                          | Komisaris<br>Independen<br>Independent<br>Commissioner | Eka Sastra menjabat sebagai PIt. Komisaris Utama berdasarkan keputusan RUPS Luar Biasa tanggal 12 Oktober 2023. Jabatan tersebut berakhir dengan pengangkatan D. Andhi Nirwanto sebagai Komisaris Utama berdasarkan keputusan RUPS Luar Biasa tanggal 4 Januari 2024. Eka Sastra served as Acting. President Commissioner based on the resolution of the Extraordinary GMS dated October 12, 2023. The position ended with the appointment of D. Andhi Nirwanto as President Commissioner based on the resolution of the Extraordinary GMS dated January 4, 2024. |
|                                                                             |                                                                                                                        | D. Andhi Nirwanto                                                     | Komisaris Utama<br>President<br>Commissioner           | D. Andhi Nirwanto                                                         | Komisaris Utama<br>President<br>Commissioner           | D. Andhi Nirwanto                                                                   | Komisaris Utama<br>President<br>Commissioner           | D. Andhi Nirwanto menjabat Komisaris Utama berdasarkan keputusan RUPS Luar Biasa tanggal 4 Januari 2024. D. Andhi Nirwanto served as President Commissioner based on the resolution of the Extraordinary GMS dated January 4, 2024.                                                                                                                                                                                                                                                                                                                               |
|                                                                             |                                                                                                                        |                                                                       |                                                        |                                                                           |                                                        | Etha Rimba Paembonan                                                                | Komisaris<br>Independen<br>Independent<br>Commissioner | Etha Rimba Paembonan menjabat Komisaris Independen berdasarkan keputusan RUPS Luar Biasa tanggal 25 November 2024. Etha Rimba Paembonan serves as Independent Commissioner based on the resolution of the Extraordinary GMS dated November 25, 2024.                                                                                                                                                                                                                                                                                                              |





Penetapan Dewan Komisaris Pupuk Kaltim dilakukan berdasarkan RUPS Luar Biasa tanggal 4 Januari 2024 dan telah dinyatakan dalam Akta No. 1 tanggal 4 Januari 2024 yang dibuat di hadapan Lumassia, S.H., Notaris di Jakarta. Akta ini telah diterima dan dicatat dalam *database* SISMINBAKUM Departemen Hukum dan Hak Asasi Manusia RI, dengan Surat Pemberitahuan No. AHU-AH.01.09-0012414 dan Daftar Perusahaan No. AHU-0006123.AH.01.11 Tahun 2024 tanggal 11 Januari 2024.

Kemudian terjadi perubahan berdasarkan RUPS Luar Biasa tanggal 3 Juni 2024 dan telah dinyatakan dalam Akta No. 1 tanggal 3 Juni 2024 yang dibuat di hadapan Lumassia, S.H., Notaris di Jakarta. Akta ini telah diterima dan dicatat dalam *database* SISMINBAKUM Departemen Hukum dan Hak Asasi Manusia RI, dengan Surat Pemberitahuan No. AHU-AH.01.09-0213058 dan Daftar Perusahaan No. AHU-0115634.AH.01.11 tahun 2024 tanggal 12 Juni 2024.

Kemudian terjadi lagi perubahan berdasarkan RUPS Luar Biasa tanggal 25 November 2024 dan telah dinyatakan dalam Akta No. 03 tanggal 25 November 2024 yang dibuat di hadapan Lumassia, S.H., Notaris di Jakarta. Akta ini telah diterima dan dicatat dalam *database* SISMINBAKUM Departemen Hukum dan Hak Asasi Manusia RI, dengan Surat Pemberitahuan No. AHU-AH.01.09-0280726 dan Daftar Perseroan No. AHU-025667.AH.01.11 tahun 2024 tanggal 26 November 2024.

Per tanggal 22 April 2025, Komisaris Independen, Musthofa memasuki akhir masa jabatannya dan tidak lagi menjabat sebagai Komisaris Independen.

Berikut adalah profil Dewan Komisaris yang menjabat sampai dengan Laporan Tahunan ini ditandatangani.

The appointment of Pupuk Kaltim's Board of Commissioners was made based on the Extraordinary GMS dated January 4, 2024, and has been stated in Deed No. 1 dated January 4, 2024, made before Lumassia, S.H., Notary in Jakarta. This deed has been received and recorded in the SISMINBAKUM database of the Ministry of Law and Human Rights of the Republic of Indonesia, with Notification Letter No. AHU-AH.01.09-0012414 and Company Register No. AHU-0006123.AH.01.11 Year 2024 dated January 11, 2024.

Then, there was an amendment based on the Extraordinary GMS dated June 3, 2024, and has been stated in Deed No. 1 dated June 3, 2024, made before Lumassia, S.H., Notary in Jakarta. This deed has been received and recorded in the SISMINBAKUM database of the Ministry of Law and Human Rights of the Republic of Indonesia, with Notification Letter No. AHU-AH.01.09-0213058 and Company Register No. AHU-0115634.AH.01.11 Year 2024 dated June 12, 2024.

Later, there was another amendment based on the Extraordinary GMS dated November 25, 2024, and has been stated in Deed No. 03 dated November 25, 2024, made before Lumassia, S.H., Notary in Jakarta. This deed has been received and recorded in the SISMINBAKUM database of the Ministry of Law and Human Rights of the Republic of Indonesia, with Notification Letter No. AHU-AH.01.09-0280726 and Company Register No. AHU-025667.AH.01.11 Year 2024 dated November 26, 2024.

As of April 22, 2025, Independent Commissioner, Musthofa reached the end of his term and no longer serves as Independent Commissioner.

The following is the profile of the Board of Commissioners who served until this Annual Report was signed.







## D. Andhi Nirwanto

**Komisaris Utama**  
President Commissioner

**Periode Jabatan: 4 Januari 2024 s.d RUPS di tahun 2029, Periode Pertama**  
Term of Office: January 4, 2024 to AGM in 2029, First Period

**Kewarganegaraan | Citizenship**  
Indonesia

**Usia | Age**  
**68 tahun**  
68 years old

**Kelahiran | Born**  
**Kudus, 8 Januari 1956**  
Kudus, January 8, 1956

**Domisili | Domicile**  
**Jakarta Timur, DKI Jakarta, Indonesia**  
East Jakarta, DKI Jakarta, Indonesia

### Periode dan Riwayat Penunjukan

Diangkat sebagai Komisaris Utama berdasarkan keputusan RUPS Luar Biasa tanggal 4 Januari 2024 yang dituangkan dalam Akta No. 1 tanggal 4 Januari 2024 yang dibuat di hadapan Lumassia, S.H., Notaris di Jakarta, dengan masa jabatan hingga RUPS yang akan diselenggarakan di tahun 2029. Jabatan ini merupakan periode pertama, sebelumnya beliau tidak pernah menjabat dalam jajaran Dewan Komisaris Perusahaan.

### Riwayat Pendidikan

- Doktor (S3) Ilmu Hukum dari Universitas Padjajaran, Bandung (2015)
- Magister (S2) Manajemen, dari Institut Bisnis dan Informatika Indonesia, Jakarta (1998)
- Sarjana (S1) Hukum, dari Universitas Tujuh Belas Agustus, Semarang (1979)

### Sertifikasi Profesi yang Dimiliki

Certified Risk Executive Leader (CREL) dari BPKP (2024)

### Pengalaman Kerja

- Plt. Jaksa Agung Republik Indonesia (2014)
- Ketua Tim Pemburu Koruptor (2013-2016)
- Wakil Jaksa Agung Republik Indonesia (2013-2016)
- JAM Pidsus (2011-2013)
- Ses JAM Pidsus (2009-2011)
- Kepala Kejaksaan Tinggi DKI Jakarta (2008-2009)

### Rangkap Jabatan

Tidak memiliki rangkap jabatan baik di luar maupun di lingkup Perusahaan.

### Hubungan Afiliasi

Komisaris Utama Pupuk Kaltim, D. Andhi Nirwanto, telah memenuhi kriteria independensi Dewan Komisaris dengan tidak memiliki hubungan afiliasi, baik secara langsung maupun tidak langsung dengan anggota Direksi dan Komisaris lainnya, pemegang saham utama maupun pengendali. Komisaris Utama Pupuk Kaltim juga tidak memegang jabatan eksekutif atau posisi manajemen senior lainnya di dalam perusahaan.

### Period and History of Appointment

Appointed as President Commissioner based on the Extraordinary GMS resolution dated January 4, 2024, as set out in Deed No. 1 dated January 4, 2024, made before Lumassia, S.H., Notary in Jakarta, with a term of office until the GMS to be held in 2029. This is his first term of office. Previously, he has never served on the Company's Board of Commissioners.

### Educational Background

- Doctorate in Law Science from Universitas Padjadjaran, Bandung (2015)
- Master's degree in Management, from the Indonesian Institute of Business and Informatics, Jakarta (1998)
- Bachelor's degree in Laws, from Universitas Tujuh Belas Agustus, Jakarta (1979)

### Professional Certification

Certified Risk Executive Leader (CREL) from BPKP (2024)

### Work Experience

- Acting of Attorney General of the Republik of Indonesia (2014)
- Chairman of the Corruptor Hunting Team (2013-2016)
- Deputy Attorney General of the Republic of Indonesia (2013-2016)
- JAM Pidsus (2011-2013)
- Ses JAM Pidsus (2009-2011)
- Head of the DKI Jakarta High Prosecutor's Office (2008-2009)

### Concurrent Position

Does not have concurrent positions either outside or within the scope of the Company.

### Affiliation

The President Commissioner of Pupuk Kaltim, D. Andhi Nirwanto, has met the criteria for the independence of the Board of Commissioners by not having any affiliation, either directly or indirectly with other members of the Board of Directors and Commissioners, major or controlling shareholders. The President Commissioner of Pupuk Kaltim also does not hold executive positions or other senior management positions in the company.





## Gustaaf AC Patty

**Komisaris Independen**  
Independent Commissioner

**Periode Jabatan: 25 Agustus 2020 s.d RUPS di tahun 2025, Periode Pertama**  
Term of Office: January 4, 2024 to AGM in 2025, First Period

**Kewarganegaraan | Citizenship**  
Indonesia

**Usia | Age**  
**63 tahun**  
63 years old

**Kelahiran | Born**  
**Makassar, 13 September 1961**  
Makassar, September 13, 1961

**Domisili | Domicile**  
**Jakarta Timur, DKI Jakarta, Indonesia**  
East Jakarta, DKI Jakarta, Indonesia

### Periode dan Riwayat Penunjukan

Diangkat sebagai Komisaris berdasarkan keputusan RUPS Luar Biasa tanggal 25 Agustus 2020 yang dituangkan dalam Akta No. 16 tanggal 25 Agustus 2020 yang dibuat di hadapan Lumassia, S.H., Notaris di Jakarta, dengan masa jabatan hingga RUPS yang akan diselenggarakan di tahun 2025. Jabatan ini merupakan periode pertama, sebelumnya beliau tidak pernah menjabat dalam jajaran Dewan Komisaris Perusahaan.

### Riwayat Pendidikan

Sarjana (S1) Ekonomi, Sekolah Tinggi Ilmu Ekonomi, STIEB-Universitas Widyatama, Bandung (1986)

### Sertifikasi Profesi yang Dimiliki

Qualified Risk Governance Profesional (QRGP) dari Lembaga Sertifikasi Profesi MKS (2023)

### Pengalaman Kerja

- Komisaris Pupuk Kaltim (2020-sekarang)

### Rangkap Jabatan

Tidak memiliki rangkap jabatan baik di luar maupun di lingkup Perusahaan.

### Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama, Direksi, dan Dewan Komisaris lainnya.

### Period and History of Appointment

Appointed as Commissioner based on the Extraordinary GMS resolution dated August 25, 2020, as stipulated in Deed No. 16 dated August 25, 2020, made before Lumassia, S.H., Notary in Jakarta, with a term of office until the GMS to be held in 2025. This is his first term of office. Previously, he has never served on the Company's Board of Commissioners.

### Educational Background

Bachelor's degree in Economics, School of Economics, STIEB-Universitas Widyatama, Bandung (1986)

### Professional Certification

Qualified Risk Governance Profesional (QRGP) from MKS Professional Certification Institute (2023)

### Work Experience

Commissioner of Pupuk Kaltim (2020-present)

### Concurrent Position

Does not have concurrent positions either outside or within the scope of the Company.

### Hubungan Afiliasi

Has no affiliation with the Major Shareholders, Board of Directors, and other Board of Commissioners.



## Etha Rimba Paembonan

**Komisaris Independen**  
Independent Commissioner

**Periode Jabatan: 25 November 2024 s.d RUPS di tahun 2029, Periode Pertama**  
Term of Office: November 25, 2024 to AGM in 2029, First Period

**Kewarganegaraan | Citizenship**  
Indonesia

**Usia | Age**  
**46 tahun**  
46 years old

**Kelahiran | Born**  
**Toraja, 11 Juni 1978**  
Toraja, June 11, 1978

**Domisili | Domicile**  
**Bontang, Kalimantan Timur, Indonesia**  
Bontang, East Kalimantan, Indonesia

### Periode dan Riwayat Penunjukan

Diangkat sebagai Komisaris Independen berdasarkan keputusan RUPS Luar Biasa tanggal 25 November 2024 yang dituangkan dalam Akta No. 03 tanggal 25 November 2024 yang dibuat di hadapan Lumassia, S.H., Notaris di Jakarta, dengan masa jabatan hingga RUPS yang akan diselenggarakan di tahun 2029. Jabatan ini merupakan periode pertama, sebelumnya beliau tidak pernah menjabat dalam jajaran Dewan Komisaris Perusahaan.

### Riwayat Pendidikan

- Magister (S2) Business Administration, dari IPMI Business School, Jakarta (2014)
- Sarjana (S1) Kedokteran, dari Universitas Hasanudin, Makassar (2003)

### Sertifikasi Profesi yang Dimiliki

Belum ada sertifikasi profesi yang dimiliki terkait jabatan Komisaris

### Pengalaman Kerja

- Pegawai Negeri Sipil (2006–2010)
- Dokter Umum, Rumah Sakit LNG BADAK, Bontang (2005–2006)

### Rangkap Jabatan

Tidak memiliki rangkap jabatan baik di luar maupun di lingkup Perusahaan.

### Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama, Direksi, dan Dewan Komisaris lainnya.

### Period and History of Appointment

Appointed as Independent Commissioner based on the Extraordinary GMS resolution dated November 25, 2024, as set forth in Deed No. 03 dated November 25, 2024, made before Lumassia, S.H., Notary in Jakarta, with a term of office until the GMS to be held in 2029. This is his first term of office. Previously, he has never served on the Company's Board of Commissioners.

### Educational Background

- Master's degree in Business Administration, from IPMI Business School, Jakarta (2014)
- Bachelor's degree in Medicine, from Universitas Hasanudin, Makassar (2003)

### Professional Certification

- There are no professional certifications held related to the Commissioner position

### Work Experience

- Civil Servant (2006 – 2010)
- General Practitioner, LNG BADAK Hospital, Bontang (2005 – 2006)

### Concurrent Position

Does not have concurrent positions either outside or within the scope of the Company.

### Affiliation

Has no affiliation with the Major Shareholders, Board of Directors, and other Board of Commissioners.





## Sukardi Rinakit

**Komisaris Independen<sup>\*)</sup>**  
Independent Commissioner<sup>\*)</sup>

**Periode Jabatan: 3 Juni 2024 s.d RUPS di tahun 2029, Periode Kedua**  
Term of Office: June 3, 2024 to AGM in 2029, Second Period

**Kewarganegaraan | Citizenship**  
Indonesia

**Usia | Age**  
**61 tahun**  
61 years old

**Kelahiran | Born**  
**Madiun, 5 Juni 1963**  
Madiun, June 5, 1963

**Domisili | Domicile**  
**Jakarta Timur, DKI Jakarta, Indonesia**  
East Jakarta, DKI Jakarta, Indonesia

### Periode dan Riwayat Penunjukan

Diangkat kembali sebagai Komisaris Independen berdasarkan keputusan RUPS Luar Biasa tanggal 3 Juni 2024 yang dituangkan dalam Akta No. 01 tanggal 3 Juni 2024 yang dibuat di hadapan Lumassia, S.H., Notaris di Jakarta, dengan masa jabatan hingga RUPS yang akan diselenggarakan di tahun 2029. Jabatan ini merupakan periode kedua, sebelumnya beliau diangkat sebagai Komisaris Independen untuk periode pertama berdasarkan keputusan RUPS Luar Biasa tanggal 31 Mei 2019 yang dituangkan dalam Akta No. 9 tanggal 31 Mei 2019 yang dibuat di hadapan Lumassia, S.H., Notaris di Jakarta, dengan masa jabatan hingga RUPS yang diselenggarakan di tahun 2024.

### Riwayat Pendidikan

- Doktor (S3), Departemen Ilmu Politik, National University of Singapore (2003)
- Magister (S2) jurusan Studi Asia Tenggara, National University of Singapore (1996)
- Sarjana (S1) Ilmu Sosial dan Ilmu Politik, Universitas Indonesia, Jakarta (1989)

### Sertifikasi Profesi yang Dimiliki

Qualified Risk Governance Profesional (QRGP) dari Lembaga Sertifikasi Profesi MKS (2023)

### Pengalaman Kerja

- Staf Khusus Presiden Republik Indonesia (2019–sekarang)
- Komisaris PTPN X (2015–2019)
- Direktur Eksekutif Soegeng Sarjadi Syndicate (2001–2014)
- Dosen Tamu di Lemhanas (2001–2014)
- Dosen Tamu Program Pascasarjana Universitas Indonesia (2001–2014)
- Staf Peneliti Centre for Strategic and International Studies (1989–1998)

### Rangkap Jabatan

- Di luar Perusahaan: Staf Khusus Presiden Republik Indonesia (2019–sekarang).
- Di dalam Perusahaan: tidak ada.

### Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan Pemegang Saham, Dewan Komisaris lainnya, maupun dengan Direksi. Namun demikian, beliau memiliki hubungan afiliasi dengan Pemerintah Indonesia selaku entitas pemilik manfaat akhir Perusahaan melalui rangkap jabatan yang dimiliki.

### Period and History of Appointment

Reappointed as Independent Commissioner based on the Extraordinary GMS resolution dated June 3, 2024, as outlined in Deed No. 01 dated June 3, 2024, made before Lumassia, S.H., Notary in Jakarta, with the term of office until the GMS to be held in 2029. This is his second term of office. Previously, he was appointed as Independent Commissioner for the first period based on the Extraordinary GMS resolution dated May 31, 2019, as set out in Deed No. 9 dated May 31, 2019, made before Lumassia, S.H., Notary in Jakarta, with a term of office until the GMS to be held in 2024.

### Educational Background

- Doctorate, Department of Political Science, National University of Singapore (2003)
- Master's Degree in Southeast Asian Studies, National University of Singapore (1996)
- Bachelor's degree in Social and Political Sciences, Universitas Indonesia, Jakarta (1989)

### Professional Certification

Qualified Risk Governance Profesional (QRGP) from MKS Professional Certification Institute (2023)

### Work Experience

- Special Staff to the President of the Republic of Indonesia (2019–present)
- Commissioner of PTPN X (2015–2019)
- Executive Director of Soegeng Sarjadi Syndicate (2001–2014)
- Guest Lecturer at the National Resilience Institute (Lemhanas) (2001–2014)
- Guest Lecturer at the Postgraduate Program at Universitas Indonesia (2001–2014)
- Research Staff at the Centre for Strategic and International Studies (1989–1998)

### Concurrent Position

- Outside the Company: Special Staff to the President of the Republic of Indonesia (2019–present).
- Within the Company: None.

### Affiliation

Has no affiliation with the Shareholders, other Board of Commissioners, or the Board of Directors. However, he is affiliated with the Government of Indonesia as the ultimate beneficial owner of the Company through his concurrent positions.

<sup>\*)</sup> Pernyataan independensi Sukardi Rinakit sebagai Komisaris Independen Perusahaan dapat dilihat dalam bab "Tata Kelola Perusahaan" dalam Laporan Tahunan ini.

<sup>\*)</sup> The independence statement of Sukardi Rinakit as the Company's Independent Commissioner can be found in the "Corporate Governance" chapter of this Annual Report.





## Eka Sastra

**Komisaris Independen<sup>\*)</sup>**  
Independent Commissioner<sup>\*)</sup>

**Periode Jabatan: 25 Agustus 2020 s.d RUPS di tahun 2025, Periode Pertama**  
Term of Office: August 25, 2020 to AGM in 2025, First Period

**Kewarganegaraan | Citizenship**  
Indonesia

**Usia | Age**  
**46 tahun**  
46 years old

**Kelahiran | Born**  
**Makassar, 30 Juni 1979**  
Makassar, June 30, 1979

**Domisili | Domicile**  
**Jakarta Barat, DKI Jakarta, Indonesia**  
West Jakarta, DKI Jakarta, Indonesia

### Periode dan Riwayat Penunjukan

Diangkat sebagai Komisaris Independen berdasarkan keputusan RUPS Luar Biasa tanggal 25 Agustus 2020 yang dituangkan dalam Akta No. 16 tanggal 25 Agustus 2020 yang dibuat di hadapan Lumassia, S.H., Notaris di Jakarta, dengan masa jabatan hingga RUPS yang akan diselenggarakan di tahun 2025. Jabatan ini merupakan periode pertama, sebelumnya beliau tidak pernah menjabat dalam jajaran Dewan Komisaris Perusahaan.

### Riwayat Pendidikan

- Doktor (S3) Manajemen dan Bisnis, dari Institut Pertanian Bogor, Jawa Barat (2022)
- Magister (S2) Pembangunan Sosial, dari Universitas Indonesia, Jakarta (2017)
- Sarjana (S1) Ekonomi, dari Universitas Hasanuddin, Makassar (2013)

### Sertifikasi Profesi yang Dimiliki

Qualified Risk Governance Profesional (QRGP) dari Lembaga Sertifikasi Profesi MKS (2023)

### Pengalaman Kerja

- Staf Khusus Kepala BKPM Republik Indonesia (2019-sekarang)
- Staf Ahli Badan Anggaran DPR RI, Fraksi Partai Golkar (2007-2014)
- Founder dan Owner PT Maradeka Semesta Utama (2007)

### Rangkap Jabatan

- Di luar Perusahaan: Staf Khusus Menteri Investasi Republik Indonesia (2019-sekarang)
- Di dalam Perusahaan: Ketua Komite Audit (2020-sekarang)

### Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan Pemegang Saham, Dewan Komisaris lainnya, maupun dengan Direksi. Namun demikian, beliau memiliki hubungan afiliasi dengan Pemerintah Indonesia selaku entitas pemilik manfaat akhir Perusahaan melalui rangkap jabatan yang dimiliki.

<sup>\*)</sup> Pernyataan independensi Eka Sastra sebagai Komisaris Independen Perusahaan dapat dilihat dalam bab "Tata Kelola Perusahaan" dalam Laporan Tahunan ini.

### Period and History of Appointment

Appointed as Independent Commissioner based on the Extraordinary GMS resolution dated August 25, 2020, as stated in Deed No. 16 dated August 25, 2020, made before Lumassia, S.H., Notary in Jakarta, with a term of office until the GMS to be held in 2025. This is his first term of office. Previously, he has never served on the Company's Board of Commissioners.

### Educational Background

- Doctorate in Management and Business, from Bogor Agricultural Institute, West Java (2022)
- Master's Degree in Social Development, from Universitas Indonesia, Jakarta (2017)
- Bachelor's degree in Economics, from Universitas Hasanuddin, Makassar (2013)

### Professional Certification

Qualified Risk Governance Profesional (QRGP) from MKS Professional Certification Institute (2023)

### Work Experience

- Special Staff to the Head of the Indonesia Investment Coordinating Board (BKPM) (2019-present)
- Expert Staff of the Budget Agency of the Indonesian House of Representatives, Golkar Party Faction (2007-2014)
- Founder and Owner of PT Maradeka Semesta Utama (2007)

### Concurrent Position

- Outside the Company: Special Staff to the Minister of Investment of the Republic of Indonesia (2019-present).
- Within the Company: Chairman of the Audit Committee (2020-present).

### Affiliation

Has no affiliation with the Shareholders, other Board of Commissioners, or the Board of Directors. However, he is affiliated with the Government of Indonesia as the ultimate beneficial owner of the Company through his concurrent positions.

<sup>\*)</sup> The independence statement of Eka Sastra as the Company's Independent Commissioner can be found in the "Corporate Governance" chapter of this Annual Report.





## Musthofa

**Komisaris Independen**  
Independent Commissioner

**Periode Jabatan: 23 April 2020 s.d 22 April 2025**  
Term of Office: April 23, 2020 to April 22, 2025

**Kewarganegaraan | Citizenship**  
Indonesia

**Usia | Age**  
**68 tahun**  
68 years old

**Kelahiran | Born**  
**Klaten, 20 Oktober 1955**  
Klaten, October 20, 1955

**Domisili | Domicile**  
**Tangerang Selatan, Banten, Indonesia**  
South Tangerang, Banten, Indonesia

### Periode dan Riwayat Penunjukan

Diangkat sebagai Komisaris berdasarkan RUPS Luar Biasa tanggal 27 April 2020 yang dituangkan dalam Akta No. 2 tanggal 27 April 2020 yang dibuat di hadapan Lumassia, S.H., Notaris di Jakarta, dengan masa jabatan hingga 22 April 2025. Jabatan ini merupakan periode pertama, sebelumnya beliau tidak pernah menjabat dalam jajaran Dewan Komisaris Perusahaan.

### Riwayat Pendidikan

Sarjana (S1) Teknik Kimia dari Universitas Gadjah Mada, Yogyakarta (1980)

### Sertifikasi Profesi yang Dimiliki

*Certified Risk Executive Leader (CREL)*, dari Badan Pengawasan Keuangan dan Pembangunan, (2023)

### Pengalaman Kerja

- Komisaris Utama PT Pupuk Iskandar Muda (2015–2020)
- Direktur Utama PT Pupuk Sriwidjaja Palembang (2012–2015)
- Direktur Teknik dan Pengembangan PT Pupuk Sriwidjaja Palembang (2010–2012)
- Direktur Produksi PT Petrokimia Gresik (2004–2010)
- Direktur Teknik dan Pengembangan PT Pupuk Kujang Cikampek (2001–2004)
- Direktur Produksi PT DSM Kaltim Melamine (DKM) Bontang merangkap Project Manager Pembangunan Pabrik Melamine (1991–1995)

### Rangkap Jabatan

Di Luar Perusahaan: tidak ada.  
Di Dalam Perusahaan: Ketua Komite GCG-Manajemen Risiko, Nominasi, Remunerasi, Pengembangan dan Investasi (GRI) (2020–sekarang)

### Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama, Direksi, dan Dewan Komisaris lainnya.

### Period and History of Appointment

Appointed as Commissioner based on the Extraordinary GMS dated April 27, 2020, as stated in Deed No. 2 dated April 27, 2020, made before Lumassia, S.H., Notary in Jakarta, with a term of office until April 22, 2025. This position is his first term of office. Previously, he has never served on the Company's Board of Commissioners.

### Educational Background

Bachelor's degree in Chemical Engineering from Universitas Gadjah Mada, Yogyakarta (1980)

### Professional Certification

Certified Risk Executive Leader (CREL), from the Financial and Development Supervisory Agency, (2023)

### Work Experience

- President Commissioner of PT Pupuk Iskandar Muda (2015–2020)
- President Director of PT Pupuk Sriwidjaja Palembang (2012–2015)
- Director of Engineering and Development of PT Pupuk Sriwidjaja Palembang (2010–2012)
- Director of Production of PT Petrokimia Gresik (2004–2010)
- Director of Engineering and Development of PT Pupuk Kujang Cikampek (2001–2004)
- Director of Production of PT DSM Kaltim Melamine (DKM) Bontang concurrently Project Manager for the Construction of Melamine Plant (1991–1995)

### Concurrent Position

Outside the Company: none.  
Within the Company: Chairman of the GCG-Risk Management, Nomination, Remuneration, Development, and Investment Committee (GRI) of the Company (2020–present)

### Affiliation

Has no affiliation with the Major Shareholders, Board of Directors, and other Board of Commissioners.

# Dewan **Komisaris**

Board of Commissioners



**Musthofa**  
Komisaris Independen  
Independent Commissioner

**D. Andhi Nirwanto**  
Komisaris Utama  
President Commissioner

**Gustaaf AC Patty**  
Komisaris Independen  
Independent Commissioner







**Etha Rimba Paembonan**  
Komisaris Independen  
Independent Commissioner

**Sukardi Rinakit**  
Komisaris Independen  
Independent Commissioner

**Eka Sastra**  
Komisaris Independen  
Independent Commissioner





# Susunan dan Profil Direksi

## Composition and Profile of the Board of Directors

Pada tahun 2024 terdapat penambahan Direktorat Manajemen Risiko sesuai dengan Keputusan RUPS Luar Biasa tanggal 13 Juni 2024, namun hal tersebut tidak merubah susunan Direksi. Adapun per 31 Desember 2024 sampai dengan Laporan Tahunan ini ditandatangani, tidak terdapat perubahan susunan dan komposisi Direksi Perusahaan.

In 2024, there was an addition of the Risk Management Directorate in accordance with the Resolution of the Extraordinary GMS dated June 13, 2024, but this did not change the composition of the Board of Directors. As of December 31, 2024 until this Annual Report is signed, there is no change in the composition of the Company's Board of Directors.



### Budi Wahyu Soesilo

**Direktur Utama**  
President Director

**Periode Jabatan: 28 Juli 2023 s.d RUPS di tahun 2028, Periode Pertama**  
Term of Office: July 28, 2023 to AGM in 2028, First Period

**Kewarganegaraan | Citizenship**  
Indonesia

**Usia | Age**  
**54 tahun**  
54 years old

**Kelahiran | Born**  
**Yogyakarta, 13 April 1970**  
Yogyakarta, April 13, 1970

**Domisili | Domicile**  
**Bontang, Kalimantan Timur, Indonesia**  
Bontang, East Kalimantan, Indonesia

#### Periode dan Riwayat Penunjukan

Diangkat sebagai Direktur Utama berdasarkan keputusan RUPS Luar Biasa tanggal 28 Juli 2023 yang dituangkan dalam Akta No. 06 tanggal 28 Juli 2023 yang dibuat di hadapan Lumassia, S.H., Notaris di Jakarta, dengan masa jabatan hingga RUPS yang akan diselenggarakan di tahun 2028. Jabatan ini merupakan periode pertama, sebelumnya beliau tidak pernah menjabat dalam jajaran Direksi Perusahaan.

#### Riwayat Pendidikan

- Master of Business Administration (MBA), Business and Management, Institut Teknologi Bandung (2021)
- Sarjana (S1) Ekonomi jurusan Akuntansi, Sekolah Tinggi Ilmu Ekonomi YKPN (1998)

#### Sertifikasi Profesi yang Dimiliki

*Certified Risk Executive Leader (CREL)*, dari Badan Pengawasan Keuangan dan Pembangunan, (2023)

#### Pengalaman Kerja

- Direktur Keuangan dan Umum PT Petrokimia Gresik (2021-2023)
- Sekretaris Perusahaan PT Pupuk Indonesia (Persero) (2020-2021)
- Sekretaris Perusahaan PT Pupuk Kalimantan Timur (2016-2020)
- Manager Keuangan PT Pupuk Kalimantan Timur (2012-2016)

#### Rangkap Jabatan

Tidak memiliki rangkap jabatan baik di luar maupun di lingkup Perusahaan.

#### Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama, Dewan Komisaris, dan Direksi lainnya.

#### Period and History of Appointment

Appointed as President Director based on the Extraordinary GMS resolution dated July 28, 2023, as outlined in Deed No. 06 dated July 28, 2023, made before Lumassia, S.H., Notary in Jakarta, with a term of office until the GMS to be held in 2028. This is his first term of office. Previously, he has never served on the Company's Board of Directors.

#### Educational Background

- Master's degree in Business Administration (MBA), Business and Management, Bandung Institute of Technology (2021)
- Bachelor's degree in Economics majoring in Accounting, YKPN College of Economics (1998)

#### Professional Certification

*Certified Risk Executive Leader (CREL)*, from the Financial and Development Supervisory Agency, (2023)

#### Work Experience

- Director of Finance and General Affairs of PT Petrokimia Gresik (2021-2023)
- Corporate Secretary of PT Pupuk Indonesia (Persero) (2020-2021)
- Corporate Secretary of PT Pupuk Kalimantan Timur (2016-2020)
- Finance Manager of PT Pupuk Kalimantan Timur (2012-2016)

#### Concurrent Position

Does not have concurrent positions either outside or within the scope of the Company.

#### Affiliation

Has no affiliation with the Major Shareholders, Board of Commissioners, and other Board of Directors.





## F. Purwanto

**Direktur Operasi**  
Director of Operations

**Periode Jabatan: 13 November 2023 s.d RUPS di tahun 2028, Periode Pertama**  
Term of Office: November 13, 2023 to AGM in 2028, First Period

**Kewarganegaraan | Citizenship**  
Indonesia

**Usia | Age**  
**59 tahun**  
59 years old

**Kelahiran | Born**  
**Jember, 25 April 1965**  
Jember, April 25, 1965

**Domisili | Domicile**  
**Bontang, Kalimantan Timur, Indonesia**  
Bontang, East Kalimantan, Indonesia

### Periode dan Riwayat Penunjukan

Diangkat sebagai Direktur Operasi berdasarkan keputusan RUPS Luar Biasa tanggal 13 November 2023 yang dituangkan dalam Akta No. 02 tanggal 13 November 2023, yang dibuat dihadapan Lumassia, S.H., Notaris di Jakarta, dengan masa jabatan hingga RUPS yang akan diselenggarakan di tahun 2028. Jabatan ini merupakan periode pertama, sebelumnya beliau tidak pernah menjabat dalam jajaran Direksi Perusahaan.

### Riwayat Pendidikan

- Magister (S2) Manajemen dari UPN Veteran, Surabaya (2007)
- Sarjana (S1) Teknik Kimia dari Universitas Gadjah Mada, Yogyakarta (1990)

### Sertifikasi Profesi yang Dimiliki

Qualified Risk Governance Profesional (QRGP) dari Lembaga Sertifikasi Profesi MKS (2023)

### Pengalaman Kerja

- Direktur Operasi dan Pengembangan PT Garam (2022-2023)
- President Director Petro Jordan Abadi (2016-2021)
- Direktur Teknik dan pengembangan PT Petrokimia Gresik (2014-2016)

### Rangkap Jabatan

Tidak memiliki rangkap jabatan baik di luar maupun di lingkup Perusahaan.

### Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama, Dewan Komisaris, dan Direksi lainnya.

### Period and History of Appointment

Appointed as Director of Operations based on the Extraordinary GMS resolution dated November 13, 2023, as outlined in Deed No. 02 dated November 13, 2023, made before Lumassia, S.H., Notary in Jakarta, with a term of office until the GMS to be held in 2028. This is his first term of office. Previously, he has never served on the Company's Board of Directors.

### Educational Background

- Master's degree in Management from UPN Veteran, Surabaya (2007)
- Bachelor's degree in Chemical Engineering from Universitas Gadjah Mada, Yogyakarta (1990)

### Professional Certification

Qualified Risk Governance Profesional (QRGP) from MKS Professional Certification Institute (2023)

### Work Experience

- Director of Operations and Development of PT Garam (2022-2023)
- President Director of Petro Jordan Abadi (2016-2021)
- Director of Engineering and Development of PT Petrokimia Gresik (2014-2016)

### Concurrent Position

Does not have concurrent positions either outside or within the scope of the Company.

### Affiliation

Has no affiliation with the Major Shareholders, Board of Commissioners, and other Board of Directors.



## Hanggara Patrianta

**Direktur Pengembangan**  
Director of Development

**Periode Jabatan: 25 Agustus 2020 s.d RUPS di tahun 2025, Periode Pertama**  
Term of Office: August 25, 2020 to AGM in 2025, First Period

**Kewarganegaraan** | Citizenship  
Indonesia

**Usia** | Age  
**59 tahun**  
59 years old

**Kelahiran** | Born  
**Yogyakarta, 26 Oktober 1965**  
Yogyakarta, October 26, 1965

**Domisili** | Domicile  
**Bontang, Kalimantan Timur, Indonesia**  
Bontang, East Kalimantan, Indonesia

### Periode dan Riwayat Penunjukan

Diangkat sebagai Direktur Pengembangan berdasarkan keputusan RUPS Luar Biasa tanggal 13 November 2023 yang dituangkan dalam Akta No. 02 tanggal 13 November 2023, yang dibuat dihadapan Lumassia, S.H., Notaris di Jakarta, dengan masa jabatan meneruskan jabatan sebelumnya. Beliau sebelumnya diangkat sebagai Direktur Operasi & Produksi berdasarkan keputusan RUPS Luar Biasa tanggal 25 Agustus 2020 dengan pengesahan melalui Akta No. 17 tanggal 25 Agustus 2020 yang dibuat di hadapan Lumassia, S.H., Notaris di Jakarta, dengan masa jabatan hingga RUPS yang akan diselenggarakan di tahun 2025. Jabatan ini merupakan periode pertama, sebelumnya beliau tidak pernah menjabat dalam jajaran Direksi Perusahaan.

### Riwayat Pendidikan

Sarjana (SI) Teknik Kimia, Universitas Gadjah Mada, Yogyakarta (1990)

### Sertifikasi Profesi yang Dimiliki

- *Certified Risk Executive Leader* (CREL), dari Badan Pengawasan Keuangan dan Pembangunan, (2023)
- *Certified Financial Planner Review*, dari Pusat Pengembangan Akuntansi UI, (2022)
- Sertifikasi Program Profesi Insinyur, Universitas Gadjah Mada, (2021)

### Pengalaman Kerja

- Direktur Operasi & Produksi PT Pupuk Kalimantan Timur (2020-2023)
- Direktur Teknik & Pengembangan PT Pupuk Kujang Cikampek (2016-2020)
- Senior Vice President Teknik Manajemen PT Pupuk Indonesia (Persero) (2011-2016)
- Staf Ahli Utama I Direktur Utama PT Pupuk Kalimantan Timur (2004-2011)
- Ka. Departemen Operasi Kaltim-4 PT Pupuk Kalimantan Timur (2003-2004)
- Koordinator Operasi Kaltim-1 PT Pupuk Kalimantan Timur (2002-2003)

### Rangkap Jabatan

Tidak memiliki rangkap jabatan baik di luar maupun di lingkup Perusahaan.

### Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama, Dewan Komisaris, dan Direksi lainnya.

### Period and History of Appointment

Appointed as Director of Development based on the Extraordinary GMS resolution dated November 13, 2023, as outlined in Deed No. 02 dated November 13, 2023, made before Lumassia, S.H., Notary in Jakarta, with the term of office continuing the previous position. He was previously appointed as Director of Operations & Production based on the Extraordinary GMS resolution dated August 25, 2020, with ratification through Deed No. 17 dated August 25, 2020, made before Lumassia, S.H., Notary in Jakarta, with a term of office until the GMS to be held in 2025. This is his first term of office. Previously, he has never served on the Company's Board of Directors.

### Educational Background

Bachelor's degree in Chemical Engineering, Universitas Gadjah Mada, Yogyakarta (1990)

### Professional Certification

- *Certified Risk Executive Leader* (CREL), from the Financial and Development Supervisory Agency, (2023 )
- *Certified Financial Planner Review*, from Accounting Development Center, Universitas Indonesia (2022)
- Professional Engineer Program Certification, Universitas Gadjah Mada, (2021)

### Work Experience

- Director of Operations & Production of PT Pupuk Kalimantan Timur (2020-2023)
- Director of Engineering & Development of PT Pupuk Kujang Cikampek (2016-2020)
- Senior Vice President of Management Engineering of PT Pupuk Indonesia (Persero) (2011-2016)
- Main Expert Staff I to President Director of PT Pupuk Kalimantan Timur (2004-2011)
- Head of Operations Department Kaltim-4 of PT Pupuk Kalimantan Timur (2003-2004)
- Operations Coordinator Kaltim-1 of PT Pupuk Kalimantan Timur (2002-2003)

### Concurrent Position

Does not have concurrent positions either outside or within the scope of the Company.

### Affiliation

Has no affiliation with the Major Shareholders, Board of Commissioners, and other Board of Directors.





## Qomaruzzaman

**Direktur Keuangan & Umum merangkap Plt. Direktur Manajemen Risiko**  
Director of Finance & General and Acting Director of Risk Management

**Periode Jabatan: 25 Agustus 2020 s.d RUPS di tahun 2025, Periode Pertama**  
Term of Office: Augsut 25, 2020 to AGM in 2025, First Period

**Kewarganegaraan | Citizenship**  
Indonesia

**Usia | Age**  
**62 tahun**  
62 years old

**Kelahiran | Born**  
**Solo, 19 Desember 1962**  
Solo, December 19, 1962

**Domisili | Domicile**  
**Bontang, Kalimantan Timur, Indonesia**  
Bontang, East Kalimantan, Indonesia

### Periode dan Riwayat Penunjukan

Diangkat sebagai Direktur Keuangan & Umum berdasarkan keputusan RUPS Luar Biasa tanggal 25 Agustus 2020 yang dituangkan dalam Akta No. 17 tanggal 25 Agustus 2020 yang dibuat di hadapan Lumassia, S.H., Notaris di Jakarta, dengan masa jabatan hingga RUPS yang akan diselenggarakan di tahun 2025. Jabatan ini merupakan periode pertama, sebelumnya beliau tidak pernah menjabat dalam jajaran Direksi Perusahaan.

### Riwayat Pendidikan

- Master (S2) Manajemen dari Universitas Indonesia, Jakarta (2008)
- Sarjana (S1) Teknik Mesin dari Institut Teknologi Bandung (1987)

### Sertifikasi Profesi yang Dimiliki

- *Certified Risk Executive Leader* (CREL), dari Badan Pengawasan Keuangan dan Pembangunan, (2023)
- Sertifikasi General Manager Sumber Daya Manusia, dari LSP MSDMI, (2022)
- Sertifikasi Insinyur Profesional, dari Institut Teknologi Bandung, (2021)

### Pengalaman Kerja

- Direktur Komersil PT Rekayasa Industri (2014-2020)
- Direktur Utama PT Kaltim Daya Mandiri (2014)
- Direktur Utama PT Kaltim Industrial Estate (2014)
- Sekretaris Perusahaan PT Pupuk Kalimantan Timur (2010-2012)
- Direktur Utama Dana Pensiun Pupuk Kaltim Group (2008-2010)

### Rangkap Jabatan

Merangkap sebagai Plt. Direktur Manajemen Risiko berdasarkan Keputusan RUPS Luar Biasa tanggal 13 Juni 2024.

### Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama, Dewan Komisaris, dan Direksi lainnya.

### Period and History of Appointment

Appointed as Director of Finance & General Affairs based on the Extraordinary GMS resolution dated August 25, 2020, as outlined in Deed No. 17 dated August 25, 2020, made before Lumassia, S.H., Notary in Jakarta, with a term of office until the GMS to be held in 2025. This is his first term of office. Previously, he has never served on the Company's Board of Directors.

### Educational Background

- Master's degree in Management from Universitas Indonesia, Jakarta (2008)
- Bachelor's degree in Mechanical Engineering from the Bandung Institute of Technology (1987)

### Professional Certificate

- Certified Risk Executive Leader (CREL), from the Financial and Development Supervisory Agency, (2023)
- Human Resources General Manager Certification, LSP MSDMI, (2022)
- Professional Engineer Certification, Bandung Institute of Technology,

### Work Experience

- Director of Commercial of PT Rekayasa Industri (2014-2020)
- President Director of PT Kaltim Daya Mandiri (2014)
- President Director of PT Kaltim Industrial Estate (2014)
- Corporate Secretary of PT Pupuk Kalimantan Timur (2010-2012)
- President Director of the Pupuk Kaltim Group Pension Fund (2008-2010)

### Concurrent Position

Also serves as Acting. Director of Risk Management based on the Resolution of Extraordinary GMS dated June 13, 2024.

### Affiliation

Has no affiliation with the Major Shareholders, Board of Commissioners, and other Board of Directors.



## Direksi

Board of Directors



**Hanggara Patrianta**  
Direktur Pengembangan  
Director of Development



**Budi Wahyu Soesilo**  
Direktur Utama  
President Director





**F. Purwanto**  
Direktur Operasi  
Director of Operations

**Qomaruzzaman**  
Direktur Keuangan & Umum  
merangkap Plt. Direktur Manajemen Risiko  
Director of Finance & General  
and Acting Director of Risk Management



# Pejabat **Eksekutif**

## Executive Officers

| No. | Nama<br>Name                 | Jabatan<br>Position                                                                          | Pendidikan<br>Terakhir<br>Recent<br>Education | Bidang Studi<br>Field of Study                                             | Jenis Kelamin<br>Gender |
|-----|------------------------------|----------------------------------------------------------------------------------------------|-----------------------------------------------|----------------------------------------------------------------------------|-------------------------|
| 1   | Achmad Rois                  | SVP HSE & Teknologi<br>SVP of HSE & Technology                                               | S2<br>Master                                  | Administrasi Bisnis<br>Business<br>Administration                          | Laki-Laki<br>Male       |
| 2   | Andik Cahyanto<br>Budiarto   | Direktur Utama PT KDM<br>President Director of PT KDM                                        | S2<br>Master                                  | Administrasi Bisnis<br>Business<br>Administration                          | Laki-Laki<br>Male       |
| 3   | Awalia Noor<br>Baroroh       | SVP Dukungan Manajemen<br>Strategis PT PI<br>SVP of Strategic Management<br>Support of PT PI | S2<br>Master                                  | Administrasi Bisnis<br>Business<br>Administration                          | Perempuan<br>Female     |
| 4   | Budi Susilo                  | SVP Administrasi Keuangan<br>SVP of Financial Administration                                 | S1<br>Bachelor                                | Manajemen<br>Management                                                    | Laki-Laki<br>Male       |
| 5   | Dormatua Siahaan             | Direktur Utama PT KAN<br>President Director of PT KAN                                        | S1<br>Bachelor                                | Teknik Kimia<br>Chemical Engineering                                       | Laki-Laki<br>Male       |
| 6   | Eko Cahyo Dewi<br>Oktori     | SVP Sumber Daya Manusia<br>SVP of Human Resources                                            | S2<br>Master                                  | Hukum<br>Law                                                               | Laki-Laki<br>Male       |
| 7   | Gatot P. Handoko             | SVP Rantai Pasok<br>SVP of Supply Chain                                                      | S2<br>Master                                  | Teknik Mesin<br>Mechanical<br>Engineering                                  | Laki-Laki<br>Male       |
| 8   | Herliani                     | Kepala Satuan Pengawasan Intern<br>Head of Internal Audit Unit                               | S2<br>Master                                  | Manajemen Keuangan<br>dan Perbankan<br>Financial Management<br>and Banking | Perempuan<br>Female     |
| 9   | Majus Luther Sirait          | SVP Operasi 1<br>SVP of Operations 1                                                         | S2<br>Master                                  | Manajemen<br>Management                                                    | Laki-Laki<br>Male       |
| 10  | Minarni F.<br>Dwiningsih     | SVP Umum<br>SVP of General Affairs                                                           | S1<br>Bachelor                                | Teknik Sipil<br>Civil Engineering                                          | Perempuan<br>Female     |
| 11  | Muhammad Erriza              | Direktur Utama PT KIE<br>President Director of PT KIE                                        | S1<br>Bachelor                                | Teknik Kimia<br>Chemical Engineering                                       | Laki-Laki<br>Male       |
| 12  | Ngateno                      | SPM Revamping Ammonia P2<br>SPM of Revamping Ammonia P2                                      | S1<br>Bachelor                                | Teknik Kimia<br>Chemical Engineering                                       | Laki-Laki<br>Male       |
| 13  | Propan Weber<br>Suhardiyatno | SVP Pengembangan & Portofolio<br>Bisnis<br>SVP of Business Development &<br>Portfolio        | S2<br>Master                                  | Manajemen Keuangan<br>Financial Management                                 | Laki-Laki<br>Male       |
| 14  | Rikho Dhyatmiko<br>Arifianto | Ketua Tim A Bidang EPC Pabrik<br>Chair of Team A of Plant EPC<br>Department                  | S2<br>Master                                  | Administrasi Bisnis<br>Business<br>Administration                          | Laki-Laki<br>Male       |
| 15  | Sujak                        | SVP Operasi 2<br>SVP of Operations 2                                                         | S1<br>Bachelor                                | Teknik Kimia<br>Chemical Engineering                                       | Laki-Laki<br>Male       |
| 16  | Sutrisna                     | SVP Tata Kelola & Manajemen<br>Risiko<br>SVP of Governance & Risk<br>Management              | S2<br>Master                                  | Hukum<br>Law                                                               | Laki-Laki<br>Male       |





| No. | Nama<br>Name                  | Jabatan<br>Position                                                                                                                            | Pendidikan<br>Terakhir<br>Recent<br>Education | Bidang Studi<br>Field of Study                          | Jenis Kelamin<br>Gender |
|-----|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|---------------------------------------------------------|-------------------------|
| 17  | Teguh Ismartono               | Sekretaris Perusahaan<br>Corporate Secretary                                                                                                   | S1<br>Bachelor                                | Teknik Kimia<br>Chemical Engineering                    | Laki-Laki<br>Male       |
| 18  | Tri Wigatiningsih             | Ketua Umum Yayasan<br>Kesejahteraan Hari Tua<br>Chairman of Yayasan<br>Kesejahteraan Hari Tua                                                  | S1<br>Bachelor                                | Akuntansi<br>Accounting                                 | Perempuan<br>Female     |
| 19  | Wawan Ari Susanto             | SVP Pemeliharaan Pabrik<br>SVP of Plant Maintenance                                                                                            | S1<br>Bachelor                                | Teknik Mesin Umum<br>Mechanical<br>Engineering          | Laki-Laki<br>Male       |
| 20  | Wildan Hamdani                | SVP SBU Jasa Pelayanan Pabrik<br>SVP of SBU Plant Services                                                                                     | S2<br>Master                                  | Teknik Mesin<br>Mechanical<br>Engineering               | Laki-Laki<br>Male       |
| 21  | Wisnu Ramadhani               | SVP Transformasi Bisnis<br>SVP of Business Transformation                                                                                      | D3<br>Diploma                                 | Akuntansi<br>Accounting                                 | Laki-Laki<br>Male       |
| 22  | Akhmad Syamsul<br>Arief       | Direktur Utama PT YUM<br>President Director of PT YUM                                                                                          | S1<br>Bachelor                                | Teknik Kimia<br>Chemical Engineering                    | Laki-Laki<br>Male       |
| 23  | Alvina Elysia<br>Dharmawangsa | Direktur Utama PT KNE<br>President Director of PT KNE                                                                                          | S2<br>Master                                  | Administrasi Bisnis<br>Business<br>Administration       | Perempuan<br>Female     |
| 24  | Aris Munandar                 | Direktur Utama Dana Pensiun PKT<br>Group<br>President Director of PKT Group<br>Pension Fund                                                    | D3<br>Diploma                                 | Akuntansi<br>Accounting                                 | Laki-Laki<br>Male       |
| 25  | Dianti Citra Agustin          | Direktur Keuangan PT KIE<br>Director of Finance of PT KIE                                                                                      | S2<br>Master                                  | Manajemen Keuangan<br>Financial Management              | Perempuan<br>Female     |
| 26  | Indra<br>Kusumawardhana       | Direktur Operasional & Bisnis PT KIE<br>Director of Operational & Business<br>of PT KIE                                                        | S2<br>Master                                  | Manajemen<br>Management                                 | Laki-Laki<br>Male       |
| 27  | Luthfi                        | Ketua Tim B Bidang EPC<br>Infrastruktur & Fasilitas Pendukung<br>Head of Team B of EPC<br>Infrastructure & Supporting<br>Facilities Department | S1<br>Bachelor                                | Teknik Sipil<br>Civil Engineering                       | Laki-Laki<br>Male       |
| 28  | Syahrudin                     | Wakil Ketua Tim A Bidang EPC<br>Pabrik<br>Deputy of Team A of Plant EPC<br>Department                                                          | S1<br>Bachelor                                | Teknik Mesin<br>Mechanical<br>Engineering               | Laki-Laki<br>Male       |
| 29  | Turkhamim                     | SPM Financial Management. &<br>Business Optimization<br>SPM of Financial Management &<br>Business Optimization                                 | S1<br>Bachelor                                | Akuntansi<br>Accounting                                 | Laki-Laki<br>Male       |
| 30  | Wisnu Wibowo                  | Direktur Operasi PT KDM<br>Director of Operations of PT KDM                                                                                    | S2<br>Master                                  | Keselamatan dan<br>Kesehatan Kerja<br>Industrial Safety | Laki-Laki<br>Male       |
| 31  | Zainul Abdul Gofur            | Ketua Koperasi Karyawan PKT<br>Chairman of Employee Cooperative<br>PKT                                                                         | D3<br>Diploma                                 | Teknik Sipil<br>Civil Engineering                       | Laki-Laki<br>Male       |
| 32  | Abdul Rouf Ihwan              | VP Pemeliharaan Mekanik<br>VP of Mechanical Maintenance                                                                                        | S1<br>Bachelor                                | Teknik Mesin<br>Mechanical<br>Engineering               | Laki-Laki<br>Male       |
| 33  | Adang Prianto                 | VP Perencanaan & Pengendalian<br>TA<br>VP of TA Planning & Control                                                                             | S2<br>Master                                  | Teknik<br>Engineering                                   | Laki-Laki<br>Male       |



| No. | Nama<br>Name               | Jabatan<br>Position                                                                                       | Pendidikan<br>Terakhir<br>Recent<br>Education | Bidang Studi<br>Field of Study                    | Jenis Kelamin<br>Gender |
|-----|----------------------------|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------|---------------------------------------------------|-------------------------|
| 34  | Agung Prihandono           | Manager Komersil PT Kalianusa<br>Commercial Manager of<br>PT Kalianusa                                    | D3<br>Diploma                                 | Akuntansi<br>Accounting                           | Laki-Laki<br>Male       |
| 35  | Ahmad Habibi               | VP Pemeliharaan Listrik<br>VP of Electricity Maintenance                                                  | S1<br>Bachelor                                | Teknik Elektro<br>Electrical Engineering          | Laki-Laki<br>Male       |
| 36  | Akhmad Sajidin             | VP Manufacturing<br>VP of Manufacturing                                                                   | S1<br>Bachelor                                | Teknik Mesin<br>Mechanical<br>Engineering         | Laki-Laki<br>Male       |
| 37  | Alfin Fadlan               | Wakil Ketua 2 Tim B Bidang EPC<br>Infrastruktur<br>Deputy 2 of Team B of EPC<br>Infrastructure Department | S1<br>Bachelor                                | Teknik Mesin<br>Mechanical<br>Engineering         | Laki-Laki<br>Male       |
| 38  | Altella Haryana<br>Putri   | VP Pengadaan Jasa<br>VP of Service Procurement                                                            | S2<br>Master                                  | Administrasi Bisnis<br>Business<br>Administration | Perempuan<br>Female     |
| 39  | Andi Warih<br>Hatnanto     | Dirkeu & Kepesertaan Dapen PKT<br>Group<br>Director of Finance & Participation<br>of PKT Pension Fund     | S1<br>Bachelor                                | Ekonomi Manajemen<br>Management<br>Economics      | Laki-Laki<br>Male       |
| 40  | Andika Perdana<br>Putera   | VP Manajemen & Pengembangan<br>SDM<br>VP of Management & HR<br>Development                                | S2<br>Master                                  | Teknik Otomasi<br>Automation and<br>Control       | Laki-Laki<br>Male       |
| 41  | Andry Hendro<br>Yudanto    | VP Keuangan<br>VP of Finance                                                                              | S1<br>Bachelor                                | Akuntansi<br>Accounting                           | Laki-Laki<br>Male       |
| 42  | Anggono Wijaya             | VP Komunikasi Korporat<br>VP of Corporate Communication                                                   | S2<br>Master                                  | Manajemen<br>Management                           | Laki-Laki<br>Male       |
| 43  | Anton Sri Widodo           | SPM Tim Gas<br>SPM of Gas Team                                                                            | S2<br>Master                                  | Administrasi Bisnis<br>Business<br>Administration | Laki-Laki<br>Male       |
| 44  | Arie Bagus Wibowo          | VP Pengadaan Barang<br>VP of Goods Procurement                                                            | S2<br>Master                                  | Teknik Industri<br>Industrial Engineering         | Laki-Laki<br>Male       |
| 45  | Arif Hariyono              | VP Operasi Pabrik 7<br>VP of Plant 7 Operations                                                           | S1<br>Bachelor                                | Ilmu Ekonomi<br>Economy Science                   | Laki-Laki<br>Male       |
| 46  | Astri Agustina             | VP Pengembangan Korporat<br>VP of Corporate Development                                                   | S1<br>Bachelor                                | Teknik Kimia<br>Chemical Engineering              | Perempuan<br>Female     |
| 47  | Benny Swastika<br>Nasution | VP Hubungan Investor<br>VP of Investor Relations                                                          | S2<br>Master                                  | Hukum<br>Master of Law                            | Laki-Laki<br>Male       |
| 48  | Bondar Priandono           | VP Manajemen Talenta PT PI<br>VP of Talent Management of PT PI                                            | S2<br>Master                                  | Manajemen SDM<br>HR Management                    | Laki-Laki<br>Male       |
| 49  | Budi Hermawan              | VP Pelabuhan & Pengapalan<br>VP of Ports & Shipping                                                       | S1<br>Bachelor                                | Teknik Kimia<br>Chemical Engineering              | Laki-Laki<br>Male       |
| 50  | Chairunnisa                | VP Laboratorium<br>VP of Laboratory                                                                       | S1<br>Bachelor                                | Teknik Kimia<br>Chemical Engineering              | Perempuan<br>Female     |
| 51  | Christy Uli Sitompul       | Direktur Utama Dana Pensiun PKT<br>President Director of PKT Pension<br>Fund                              | S1<br>Bachelor                                | Akuntansi<br>Accounting                           | Laki-Laki<br>Male       |
| 52  | David Ronaldo<br>Manik     | VP Keselamatan & Kesehatan Kerja<br>VP of Safety & Health                                                 | S2<br>Master                                  | Administrasi Bisnis<br>Business<br>Administration | Laki-Laki<br>Male       |
| 53  | Deplian<br>Maherdianta     | VP Keandalan Pabrik<br>VP of Plant Reliability                                                            | S2<br>Master                                  | Teknik Mesin<br>Mechanical<br>Engineering         | Laki-Laki<br>Male       |





| No. | Nama<br>Name                | Jabatan<br>Position                                                                                  | Pendidikan<br>Terakhir<br>Recent<br>Education | Bidang Studi<br>Field of Study                    | Jenis Kelamin<br>Gender |
|-----|-----------------------------|------------------------------------------------------------------------------------------------------|-----------------------------------------------|---------------------------------------------------|-------------------------|
| 54  | Dian Wahyu Pratama P.       | VP Operasional SDM<br>VP of HR Operations                                                            | S2<br>Master                                  | Administrasi Bisnis<br>Business<br>Administration | Laki-Laki<br>Male       |
| 55  | Dwi Agung Wibowo            | Kepala Divisi Keuangan PT KIE<br>Head of Financial Division of PT KIE                                | S1<br>Bachelor                                | Akuntansi<br>Accounting                           | Laki-Laki<br>Male       |
| 56  | Ekajati Winarmo             | VP Teknologi Informasi PT PKT<br>VP of Information Technology of<br>PT PKT                           | S2<br>Master                                  | Administrasi Bisnis<br>Business<br>Administration | Laki-Laki<br>Male       |
| 57  | Erlina                      | Ketua Tim E Bidang Perijinan &<br>Komersil<br>Head of Team E of Licensing &<br>Commercial Department | S1<br>Bachelor                                | Ilmu Hukum<br>Law                                 | Laki-Laki<br>Male       |
| 58  | Erna Rokhayati              | VP Proses & Pengelolaan Energi<br>VP of Production Planning & Control                                | S2<br>Master                                  | Teknik Kimia<br>Chemical Engineering              | Perempuan<br>Female     |
| 59  | Ertalina Sitorus            | VP Lingkungan Hidup<br>VP of Environmental                                                           | S2<br>Master                                  | Teknik Lingkungan<br>Environmental<br>Engineering | Perempuan<br>Female     |
| 60  | F. Puput Rahiyanto T.       | VP Inspeksi Teknik 1<br>VP of Engineering Inspection 1                                               | S1<br>Bachelor                                | Teknik Mesin Umum<br>Mechanical<br>Engineering    | Laki-Laki<br>Male       |
| 61  | Fakhrurrazi                 | VP Konsultasi & Jaminan Kualitas<br>VP of Consultation & Quality<br>Assurance                        | S1<br>Bachelor                                | Akuntansi<br>Accounting                           | Laki-Laki<br>Male       |
| 62  | Ganda Pratama               | VP Pelaporan Manajemen<br>VP of Management Reporting                                                 | S2<br>Master                                  | Manajemen Keuangan<br>Financial Management        | Laki-Laki<br>Male       |
| 63  | Hamam Roni                  | VP Anggaran<br>VP of Budgeting                                                                       | S2<br>Master                                  | Manajemen Keuangan<br>Financial Management        | Laki-Laki<br>Male       |
| 64  | Harnomo                     | VP Operasi Pabrik 4<br>VP of Plant 4 Operations                                                      | S1<br>Bachelor                                | Teknik Kimia<br>Chemical Engineering              | Laki-Laki<br>Male       |
| 65  | Hendra Novi                 | Engineering Manager Revamping<br>Ammonia P2<br>Engineering Manager Revamping<br>Ammonia P2           | S2<br>Master                                  | Teknik<br>Engineering                             | Laki-Laki<br>Male       |
| 66  | Hendra Pribia Saputra       | VP Rekayasa & Konstruksi<br>VP of Engineering & Construction                                         | S1<br>Bachelor                                | Teknik Sipil<br>Civil Engineering                 | Laki-Laki<br>Male       |
| 67  | Heppy Ghia Abivara W.       | VP Operasi Pabrik 5<br>VP of Plant 5 Operations                                                      | S2<br>Master                                  | Teknik<br>Engineering                             | Laki-Laki<br>Male       |
| 68  | Heru Herjanto               | Direktur Administrasi & Keuangan<br>PT KAD<br>Director of Administration &<br>Finance of PT KAD      | S1<br>Bachelor                                | Akuntansi<br>Accounting                           | Laki-Laki<br>Male       |
| 69  | Horas Renov Julian Sianipar | VP Perencanaan & Pengendalian<br>Pemeliharaan<br>VP of Har. Planning & Control                       | S2<br>Master                                  | Mesin Pesawat<br>Terbang<br>Aircraft Engine       | Laki-Laki<br>Male       |
| 70  | I Made Darmadi Giri         | VP Keamanan<br>VP of Security                                                                        | S1<br>Bachelor                                | Kepolisian<br>Police                              | Laki-Laki<br>Male       |
| 71  | Ika Kusumadewi              | VP Audit Bisnis & Keuangan<br>VP of Business & Financial Audit                                       | S1<br>Bachelor                                | Akuntansi<br>Accounting                           | Perempuan<br>Female     |
| 72  | Indah Febrianty             | VP Administrasi Pemasaran &<br>Penjualan<br>VP of Marketing & Sales<br>Administration                | S2<br>Master                                  | Administrasi Bisnis<br>Business<br>Administration | Perempuan<br>Female     |

| No. | Nama<br>Name                | Jabatan<br>Position                                                                      | Pendidikan<br>Terakhir<br>Recent<br>Education | Bidang Studi<br>Field of Study                 | Jenis Kelamin<br>Gender |
|-----|-----------------------------|------------------------------------------------------------------------------------------|-----------------------------------------------|------------------------------------------------|-------------------------|
| 73  | Insyiah Meida Luktyansyah   | VP Riset<br>VP of Research                                                               | S1<br>Bachelor                                | Teknik Kimia<br>Chemical Engineering           | Perempuan<br>Female     |
| 74  | Iqbal Latif                 | VP Operasi Pabrik 3<br>VP of Plant 3 Operations                                          | S1<br>Bachelor                                | Teknik Kimia<br>Chemical Engineering           | Laki-Laki<br>Male       |
| 75  | Jenar Respati               | VP Bengkel<br>VP of Workshop                                                             | S1<br>Bachelor                                | Teknik Mesin<br>Mechanical Engineering         | Laki-Laki<br>Male       |
| 76  | Lisa Handayani              | VP Manajemen Risiko Korporasi<br>VP of Corporate Risk Management                         | S1<br>Bachelor                                | Teknik Informatika<br>Informatics Engineering  | Perempuan<br>Female     |
| 77  | Mohammad Alfian             | VP Operasi Pabrik 2<br>VP of Plant 2 Operations                                          | S2<br>Master                                  | Teknik Kimia<br>Chemical Engineering           | Laki-Laki<br>Male       |
| 78  | Mohammad Samsul             | VP Pemeliharaan Instrumen<br>VP of Instrument Maintenance                                | S2<br>Master                                  | Administrasi Bisnis<br>Business Administration | Laki-Laki<br>Male       |
| 79  | Mustanginah                 | VP Strategic Delivery Unit<br>VP of Strategic Delivery Unit                              | S2<br>Master                                  | Administrasi Bisnis<br>Business Administration | Perempuan<br>Female     |
| 80  | N. Angga Putera Kuswardhana | VP Akuntansi<br>VP of Accounting                                                         | S1<br>Bachelor                                | Akuntansi<br>Accounting                        | Laki-Laki<br>Male       |
| 81  | Nailul Abrari               | VP Perencanaan & Monitoring<br>VP of Planning & Monitoring                               | S1<br>Bachelor                                | Teknik Industri<br>Industrial Engineering      | Laki-Laki<br>Male       |
| 82  | Nurmuafix                   | VP Operasi Pabrik 6 / EX P1<br>VP of Plant 6/EX P1 Operations                            | S1<br>Bachelor                                | Teknik Kimia<br>Chemical Engineering           | Laki-Laki<br>Male       |
| 83  | Partono                     | VP Pelayanan Umum<br>VP of Public Service                                                | Dikmen<br>High School                         | Teknik Elektronika<br>Electronics Engineering  | Laki-Laki<br>Male       |
| 84  | Rachmadi Indrapraja         | VP Manajemen Aset<br>VP of Asset Management                                              | S2<br>Master                                  | Teknik Fisika<br>Physics Engineering           | Laki-Laki<br>Male       |
| 85  | Rahmat Ryadi                | VP Portofolio Bisnis<br>VP of Business Portfolio                                         | S1<br>Bachelor                                | Manajemen<br>Management                        | Laki-Laki<br>Male       |
| 86  | Ratna Wydiyanti             | VP Sistem Manajemen Terpadu & Inovasi<br>VP of Integrated Management System & Innovation | S1<br>Bachelor                                | Psikologi<br>Psychology                        | Perempuan<br>Female     |
| 87  | Recky Yoga Ari Wibawa       | Direktur Keuangan PT KMU<br>Director of Finance of PT KMU                                | S1<br>Bachelor                                | Manajemen<br>Management                        | Laki-Laki<br>Male       |
| 88  | Rifki Adi Nugroho           | Ketua Tim Persiapan Proyek Soda Ash<br>Head of Soda Ash Project Preparation Team         | S2<br>Master                                  | Teknik<br>Engineering                          | Laki-Laki<br>Male       |
| 89  | Ryco Maruly Pangaribuan     | VP Perencanaan, Penerimaan & Pergudangan<br>VP of Planning, Receiving & Warehousing      | S2<br>Master                                  | Administrasi Bisnis<br>Business Administration | Laki-Laki<br>Male       |
| 90  | Said Muhammad Yasir         | VP Teknik & Kontrol Kualitas<br>VP of Engineering & Quality Control                      | S1<br>Bachelor                                | Teknik Fisika<br>Physics Engineering           | Laki-Laki<br>Male       |
| 91  | Satriyo Wahyu Harsoyo       | Direktur PT Kaltim Satria Samudra<br>Director of PT Kaltim Satria Samudra                | S2<br>Master                                  | Ilmu Hukum<br>Law                              | Laki-Laki<br>Male       |
| 92  | Septian Seno Rinaldhie      | VP Bisnis & Administrasi<br>VP of Business & Administration                              | S1<br>Bachelor                                | Ilmu Ekonomi<br>Economy Science                | Laki-Laki<br>Male       |
| 93  | Sidiq Purnomo Nugroho       | VP Operasi Pabrik 1A<br>VP of Plant 1A Operations                                        | S1<br>Bachelor                                | Teknik Kimia<br>Chemical Engineering           | Laki-Laki<br>Male       |





| No. | Nama<br>Name         | Jabatan<br>Position                                                                                    | Pendidikan<br>Terakhir<br>Recent<br>Education | Bidang Studi<br>Field of Study                 | Jenis Kelamin<br>Gender |
|-----|----------------------|--------------------------------------------------------------------------------------------------------|-----------------------------------------------|------------------------------------------------|-------------------------|
| 94  | Sony Candra Dirganto | VP Strategic & Tata Kelola TI PT PI<br>VP of IT Strategic & Governance of PT PI                        | S1<br>Bachelor                                | Teknik Informatika<br>Informatics Engineering  | Laki-Laki<br>Male       |
| 95  | Sugeng Subiyantoro   | VP Inspeksi Teknik 2<br>VP of Engineering Inspection 2                                                 | S1<br>Bachelor                                | Teknik Mesin<br>Mechanical Engineering         | Laki-Laki<br>Male       |
| 96  | Susilo               | Direktur Utama PT KAD<br>President Director of PT KAD                                                  | S1<br>Bachelor                                | Teknik Mesin<br>Mechanical Engineering         | Laki-Laki<br>Male       |
| 97  | Tommy Johan Agusta   | Direktur PT KMBU<br>Director of PT KMBU                                                                | S2<br>Master                                  | Manajemen<br>Management                        | Laki-Laki<br>Male       |
| 98  | Wahyudi              | VP Administrasi Korporat<br>VP of Corporate Administration                                             | S1<br>Bachelor                                | Ilmu Komunikasi<br>Communication Science       | Laki-Laki<br>Male       |
| 99  | Wirza Eka Putra      | Direktur PT KNE<br>Director of PT KNE                                                                  | S2<br>Master                                  | Manajemen SDM<br>HR Management                 | Laki-Laki<br>Male       |
| 100 | Yusva Sulistyio      | VP Pengelolaan Pelanggan<br>VP of Customer Management                                                  | S1<br>Bachelor                                | Akuntansi<br>Accounting                        | Laki-Laki<br>Male       |
| 101 | Aminah Hafsa Hamdi   | Bendahara Yayasan Kesejahteraan Hari Tua<br>Treasury of Yayasan Kesejahteraan Hari Tua                 | S2<br>Master                                  | Manajemen Keuangan<br>Financial Management     | Perempuan<br>Female     |
| 102 | Anindito Priyambudi  | VP Shift Operasi<br>VP of Operational Shift                                                            | S2<br>Master                                  | Administrasi Bisnis<br>Business Administration | Laki-Laki<br>Male       |
| 103 | Franto Simanjuntak   | VP Shift Operasi<br>VP of Operational Shift                                                            | S1<br>Bachelor                                | Teknik Kimia<br>Chemical Engineering           | Laki-Laki<br>Male       |
| 104 | Harianton Tondeang   | Construction & QA/QC Manager Revamping Ammonia P2<br>Construction & QA/QC Manager Revamping Ammonia P2 | D3<br>Diploma                                 | Teknik Mesin<br>Mechanical Engineering         | Laki-Laki<br>Male       |
| 105 | Isna Nurul Dukha     | Manager Pengembangan Bisnis PT KDM<br>Business Development Manager of PT KDM                           | S2<br>Master                                  | Kimia<br>Chemistry                             | Perempuan<br>Female     |
| 106 | Mohammad Sumarno     | VP Shift Operasi<br>VP of Operational Shift                                                            | Dikmen<br>High School                         | Ilmu Kimia<br>Chemical Science                 | Laki-Laki<br>Male       |
| 107 | Rully Darmawan       | VP Shift Operasi<br>VP of Operational Shift                                                            | S1<br>Bachelor                                | Teknik Kimia<br>Chemical Engineering           | Laki-Laki<br>Male       |
| 108 | Setyo Utomo          | VP Shift Operasi<br>VP of Operational Shift                                                            | S1<br>Bachelor                                | Teknik Mesin<br>Mechanical Engineering         | Laki-Laki<br>Male       |



# Demografi Karyawan dan Sekilas tentang Pengembangan Kompetensi

## Employee Demographics and Overview of Competency Development

Dalam industri manufaktur, keberhasilan operasional sangat bergantung pada kompetensi dan keseimbangan struktur tenaga kerja. Komposisi demografi karyawan menjadi faktor penting dalam mendukung efisiensi proses produksi dan inovasi. Di tengah tuntutan industri yang terus berkembang, pemetaan demografi karyawan membantu perusahaan dalam merancang strategi pengelolaan sumber daya manusia yang tepat sasaran. Mulai dari program pelatihan teknis, pengembangan kepemimpinan, hingga regenerasi tenaga kerja yang berkelanjutan. Keberagaman ini tidak hanya memperkuat fondasi perusahaan, tetapi juga mendorong adaptabilitas terhadap perubahan yang terjadi.

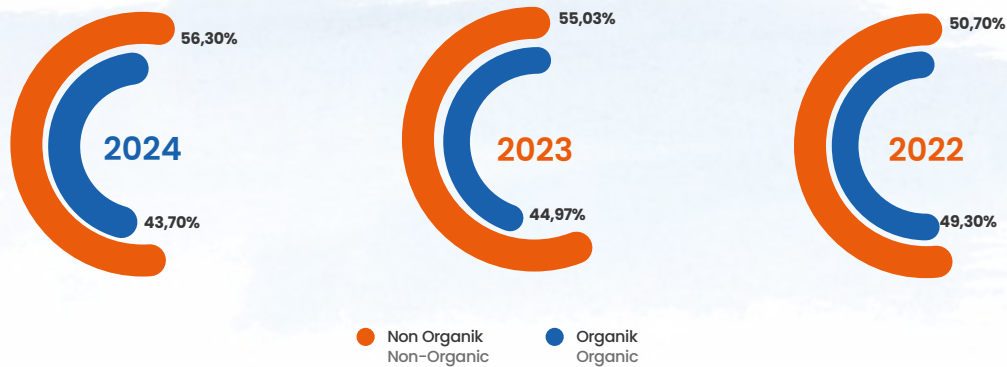
In the manufacturing industry, operational success is highly dependent on the competence and balance of the workforce structure. The demographic composition of employees is an important factor in supporting the efficiency of the production process and innovation. In the midst of evolving industry demands, mapping employee demographics helps companies design targeted human resource management strategies, ranging from technical training programs, leadership development, to sustainable workforce regeneration. This diversity not only strengthens the company's foundation, but also encourages adaptability to changes that occur.

### Jumlah Karyawan berdasarkan Status Kepegawaian

Total Employees based on Employment Status

| Status Kepegawaian<br>Employment Status                        | 2024              |                     |                                        | 2023              |                     |                                        | 2022              |                     |                                        | Kenaikan (Penurunan)<br>Increase (Decrease)<br>2023-2024 |         |
|----------------------------------------------------------------|-------------------|---------------------|----------------------------------------|-------------------|---------------------|----------------------------------------|-------------------|---------------------|----------------------------------------|----------------------------------------------------------|---------|
|                                                                | Laki-laki<br>Male | Perempuan<br>Female | Jumlah<br>(orang)<br>Total<br>(people) | Laki-laki<br>Male | Perempuan<br>Female | Jumlah<br>(orang)<br>Total<br>(people) | Laki-laki<br>Male | Perempuan<br>Female | Jumlah<br>(orang)<br>Total<br>(people) | Orang<br>People                                          | %       |
|                                                                | (1)               |                     |                                        | (2)               |                     |                                        | (3)               |                     |                                        | (3=1-2)                                                  | (3/2)   |
| Karyawan Organik<br>Organic Employees                          |                   |                     |                                        |                   |                     |                                        |                   |                     |                                        |                                                          |         |
| Tetap<br>Permanent                                             | 1.067             | 110                 | 1.177                                  | 1.112             | 110                 | 1.222                                  | 1.196             | 111                 | 1.307                                  | (45)                                                     | (0,037) |
| Kontrak<br>Contract                                            | 104               | 26                  | 130                                    | 70                | 14                  | 84                                     | 56                | 7                   | 63                                     | 46                                                       | 0,548   |
| Jumlah<br>Total                                                | 1.171             | 136                 | 1.307                                  | 1.182             | 124                 | 1.306                                  | 1.252             | 118                 | 1.370                                  | 1                                                        | 0,001   |
| Karyawan Non Organik<br>Non-organic Employees                  |                   |                     |                                        |                   |                     |                                        |                   |                     |                                        |                                                          |         |
| Penyedia Jasa Tenaga<br>Kerja<br>Man Power Service<br>Provider | 138               | 24                  | 162                                    | 140               | 24                  | 164                                    | 149               | 26                  | 175                                    | (2)                                                      | (0,012) |
| Borongan Pekerjaan<br>Job Contract                             | 1.246             | 276                 | 1.522                                  | 1.187             | 247                 | 1.434                                  | 1.044             | 190                 | 1.234                                  | 88                                                       | 0,061   |
| Jumlah<br>Total                                                | 1.384             | 300                 | 1.684                                  | 1.327             | 271                 | 1.598                                  | 1.193             | 216                 | 1.409                                  | 86                                                       | 0,061   |
| Jumlah Keseluruhan<br>Total Amount                             | 2.555             | 436                 | 2.991                                  | 2.509             | 395                 | 2.904                                  | 2.445             | 334                 | 2.779                                  | 87                                                       | 0,031   |





Dalam menyelesaikan tugas pokok Perusahaan, Pupuk Kaltim memperkerjakan karyawan organik dan karyawan non organik. Karyawan organik merupakan karyawan yang terikat kontrak langsung dengan Pupuk Kaltim. Sedangkan karyawan non organik merupakan karyawan yang terikat kontrak dengan perusahaan penyedia jasa tenaga kerja.

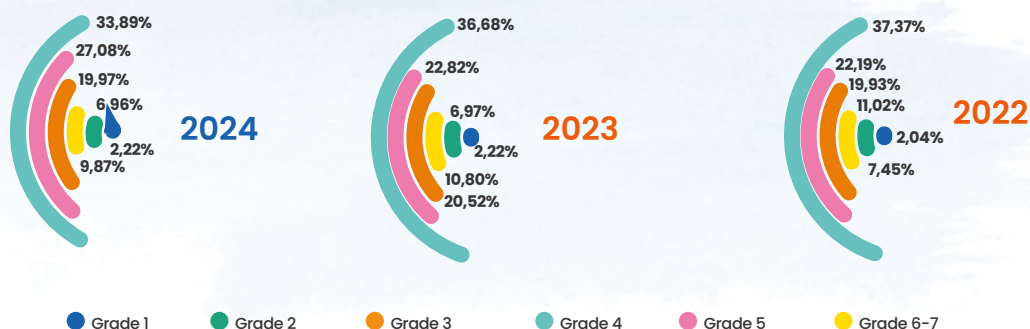
In completing the Company's main tasks, Pupuk Kaltim employs organic employees and non-organic employees. Organic employees are employees who are under direct contract with Pupuk Kaltim. Meanwhile, non-organic employees are employees who are bound by contracts with labor service providers.

Hingga akhir tahun 2024, Pupuk Kaltim mengaryakan 2.991 karyawan. Jumlah ini bertambah sebanyak 87 orang dari sebelumnya 2.904 karyawan pada akhir tahun 2023. Peningkatan jumlah karyawan ini disebabkan adanya kebutuhan karyawan pada proyek pengembangan strategis di Pupuk Kaltim.

Until the end of 2024, Pupuk Kaltim employs 2,991 employees. This number increased by 87 people from the previous 2,904 employees at the end of 2023. The increase in the number of employees is due to the need for employees in strategic development projects at Pupuk Kaltim.

#### Jumlah Karyawan berdasarkan Grade Total Employees based on Grade

| Grade               | 2024              |                     |                                        | 2023              |                     |                                        | 2022              |                     |                                        | Kenaikan (Penurunan)<br>Increase (Decrease)<br>2023-2024 |              |
|---------------------|-------------------|---------------------|----------------------------------------|-------------------|---------------------|----------------------------------------|-------------------|---------------------|----------------------------------------|----------------------------------------------------------|--------------|
|                     | Laki-laki<br>Male | Perempuan<br>Female | Jumlah<br>(orang)<br>Total<br>(people) | Laki-laki<br>Male | Perempuan<br>Female | Jumlah<br>(orang)<br>Total<br>(people) | Laki-laki<br>Male | Perempuan<br>Female | Jumlah<br>(orang)<br>Total<br>(people) | Orang<br>People                                          | %            |
|                     | (1)               |                     |                                        | (2)               |                     |                                        | (3)               |                     |                                        | (3-1-2)                                                  | (3/2)        |
| Grade 1             | 24                | 5                   | 29                                     | 24                | 5                   | 29                                     | 22                | 6                   | 28                                     | -                                                        | -            |
| Grade 2             | 74                | 17                  | 91                                     | 75                | 16                  | 91                                     | 89                | 13                  | 102                                    | -                                                        | -            |
| Grade 3             | 223               | 38                  | 261                                    | 233               | 35                  | 268                                    | 241               | 32                  | 273                                    | (7)                                                      | (0,026)      |
| Grade 4             | 399               | 44                  | 443                                    | 428               | 51                  | 479                                    | 462               | 50                  | 512                                    | (36)                                                     | (0,075)      |
| Grade 5             | 322               | 32                  | 354                                    | 281               | 17                  | 298                                    | 287               | 17                  | 304                                    | 56                                                       | 0,188        |
| Grade 6-7           | 129               | -                   | 129                                    | 141               | -                   | 141                                    | 151               | -                   | 151                                    | (12)                                                     | (0,085)      |
| <b>Jumlah Total</b> | <b>1.171</b>      | <b>136</b>          | <b>1.307</b>                           | <b>1.182</b>      | <b>124</b>          | <b>1.306</b>                           | <b>1.252</b>      | <b>118</b>          | <b>1.370</b>                           | <b>1</b>                                                 | <b>0,001</b> |



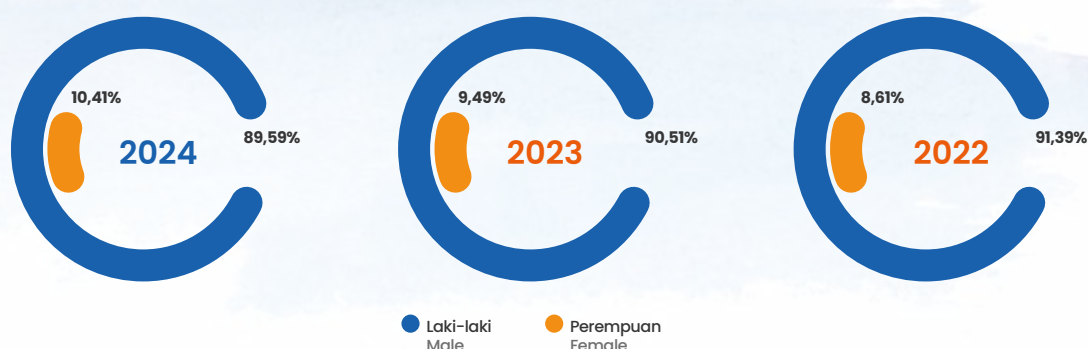
Jumlah karyawan perusahaan relatif stabil tanpa mengalami perubahan signifikan. Hal ini disebabkan adanya rekrutmen yang difokuskan untuk menggantikan karyawan yang memasuki masa pensiun.

The company's headcount is relatively stable with no significant changes. This is due to recruitment that is focused on replacing employees who are retiring.

### Jumlah Karyawan Organik berdasarkan Jenis Kelamin

Total Organic Employees based on Gender

| Gender                  | 2024                                   |                                 | 2023                                   |                                 | 2022                                   |                                 | Kenaikan (Penurunan)<br>Increase (Decrease)<br>2023-2024 |                   |
|-------------------------|----------------------------------------|---------------------------------|----------------------------------------|---------------------------------|----------------------------------------|---------------------------------|----------------------------------------------------------|-------------------|
|                         | Jumlah<br>(orang)<br>Total<br>(people) | Komposisi<br>Composition<br>(%) | Jumlah<br>(orang)<br>Total<br>(people) | Komposisi<br>Composition<br>(%) | Jumlah<br>(orang)<br>Total<br>(people) | Komposisi<br>Composition<br>(%) | Nominal<br>(orang)                                       | Persentase<br>(%) |
|                         | (1)                                    |                                 | (2)                                    |                                 | (3)                                    |                                 | (3=1-2)                                                  | (3/2)             |
| Laki-laki<br>Male       | 1.171                                  | 89,59                           | 1.182                                  | 90,51                           | 1.252                                  | 91,39                           | (11)                                                     | (0,009)           |
| Perempuan<br>Female     | 136                                    | 10,41                           | 124                                    | 9,49                            | 118                                    | 8,61                            | 12                                                       | 0,097             |
| <b>Jumlah<br/>Total</b> | <b>1.307</b>                           | <b>100,00</b>                   | <b>1.306</b>                           | <b>100,00</b>                   | <b>1.370</b>                           | <b>100,00</b>                   | <b>1</b>                                                 | <b>0,001</b>      |





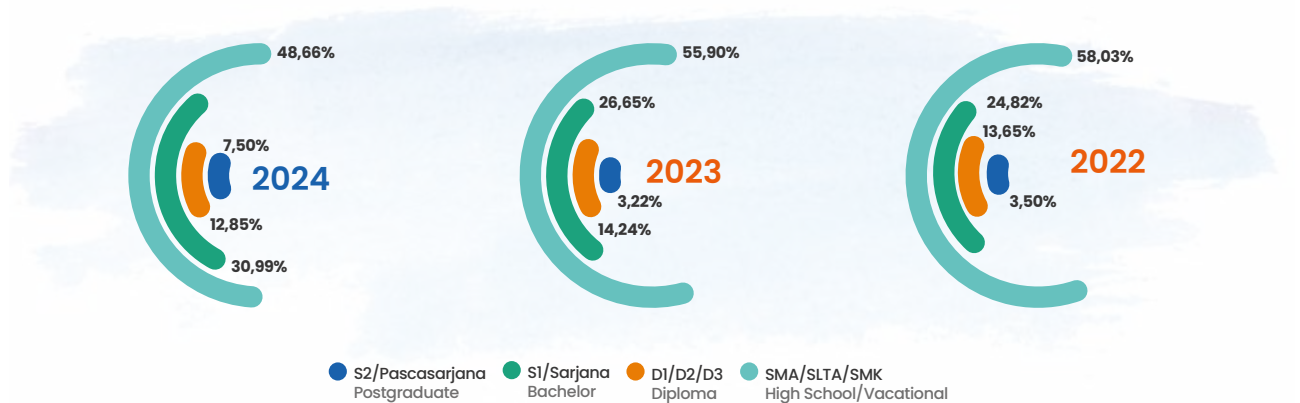
Karyawan Pupuk Kaltim didominasi oleh laki-laki, dimana sejalan dengan karakteristik umum industri manufaktur. Namun, perusahaan terus mendorong terciptanya kesetaraan gender di lingkungan kerja melalui kebijakan rekrutmen yang inklusif, program pengembangan kompetensi yang setara, serta penyediaan fasilitas dan peluang yang mendukung peran aktif perempuan di berbagai level organisasi.

Pupuk Kaltim employees are dominated by men, which is in line with the general characteristics of the manufacturing industry. However, the company continues to encourage the creation of gender equality in the work environment through inclusive recruitment policies, equal competency development programs, and the provision of facilities and opportunities that support the active role of women at various levels of the organization.

### Jumlah Karyawan Organik berdasarkan Jenjang Pendidikan

Total Organic Employees based on Educational Level

| Jenjang Pendidikan<br>Educational Level    | 2024              |                     |                                        | 2023              |                     |                                        | 2022              |                     |                                        | Kenaikan (Penurunan)<br>Increase (Decrease)<br>2023-2024 |              |
|--------------------------------------------|-------------------|---------------------|----------------------------------------|-------------------|---------------------|----------------------------------------|-------------------|---------------------|----------------------------------------|----------------------------------------------------------|--------------|
|                                            | Laki-laki<br>Male | Perempuan<br>Female | Jumlah<br>(orang)<br>Total<br>(people) | Laki-laki<br>Male | Perempuan<br>Female | Jumlah<br>(orang)<br>Total<br>(people) | Laki-laki<br>Male | Perempuan<br>Female | Jumlah<br>(orang)<br>Total<br>(people) | Orang<br>People                                          | %            |
|                                            | (1)               |                     |                                        | (2)               |                     |                                        | (3)               |                     |                                        | (3=1-2)                                                  | (3/2)        |
| Doktoral<br>Doctoral                       | -                 | -                   | -                                      | -                 | -                   | -                                      | -                 | -                   | -                                      | -                                                        | -            |
| S2/Pascasarjana<br>Postgraduate            | 80                | 18                  | 98                                     | 34                | 8                   | 42                                     | 39                | 9                   | 48                                     | 56                                                       | 1,333        |
| S1/Sarjana<br>Bachelor                     | 315               | 90                  | 405                                    | 265               | 83                  | 348                                    | 264               | 76                  | 340                                    | 57                                                       | 0,164        |
| D1/D2/D3<br>Diploma                        | 147               | 21                  | 168                                    | 161               | 25                  | 186                                    | 162               | 25                  | 187                                    | (18)                                                     | (0,097)      |
| SMA/SLTA/SMK<br>High School/<br>Vocational | 629               | 7                   | 636                                    | 722               | 8                   | 730                                    | 787               | 8                   | 795                                    | (94)                                                     | (0,129)      |
| <b>Jumlah<br/>Total</b>                    | <b>1.171</b>      | <b>136</b>          | <b>1.307</b>                           | <b>1.182</b>      | <b>124</b>          | <b>1.306</b>                           | <b>1.252</b>      | <b>118</b>          | <b>1.370</b>                           | <b>1</b>                                                 | <b>0,001</b> |



Terdapat peningkatan jumlah karyawan S1 dan S2 yang dipengaruhi oleh penerimaan karyawan baru. Selain itu terdapat penurunan jumlah karyawan setingkat SMA/SLTA/SMK karena mayoritas karyawan yang memasuki usia pensiun pada tahun 2024 adalah karyawan dengan tingkat pendidikan SMA/SLTA/SMK.

There is an increase in the number of S1 and S2 employees which is influenced by the recruitment of new employees. In addition, there is a decrease in the number of employees at the high school/vocational high school level because the majority of employees entering retirement age in 2024 are employees with a high school/vocational high school education level.



## Jumlah Karyawan Organik berdasarkan Direktorat

Total Organic Employees based on Directorate

| Direktorat<br>Directorate                    | 2024**            |                     |                                        | 2023*             |                     |                                        | 2022              |                     |                                        | Kenaikan (Penurunan)<br>Increase (Decrease)<br>2023-2024 |              |
|----------------------------------------------|-------------------|---------------------|----------------------------------------|-------------------|---------------------|----------------------------------------|-------------------|---------------------|----------------------------------------|----------------------------------------------------------|--------------|
|                                              | Laki-laki<br>Male | Perempuan<br>Female | Jumlah<br>(orang)<br>Total<br>(people) | Laki-laki<br>Male | Perempuan<br>Female | Jumlah<br>(orang)<br>Total<br>(people) | Laki-laki<br>Male | Perempuan<br>Female | Jumlah<br>(orang)<br>Total<br>(people) | Orang<br>People                                          | %            |
|                                              | (1)               |                     |                                        | (2)               |                     |                                        | (3)               |                     |                                        | (3=1-2)                                                  | (3/2)        |
| Utama<br>Main                                | 26                | 22                  | 48                                     | 37                | 32                  | 69                                     | 41                | 26                  | 67                                     | (21)                                                     | (0,304)      |
| Operasi & Produksi<br>Operation & Production | -                 | -                   | -                                      | -                 | -                   | -                                      | 981               | 28                  | 1.009                                  | -                                                        | -            |
| Operasi<br>Operation                         | 922               | 35                  | 957                                    | 929               | 32                  | 961                                    | -                 | -                   | -                                      | (4)                                                      | (0,004)      |
| Pengembangan<br>Development                  | 93                | 27                  | 120                                    | 69                | 8                   | 77                                     | -                 | -                   | -                                      | 43                                                       | 0,558        |
| Kuangan & Umum<br>Finance & General          | 122               | 45                  | 167                                    | 147               | 52                  | 199                                    | 230               | 64                  | 294                                    | (32)                                                     | (0,161)      |
| Manajemen Risiko<br>Risk Management          | 8                 | 7                   | 15                                     | -                 | -                   | -                                      | -                 | -                   | -                                      | 15                                                       | -            |
| <b>Jumlah<br/>Total</b>                      | <b>1.171</b>      | <b>136</b>          | <b>1.307</b>                           | <b>1.182</b>      | <b>124</b>          | <b>1.306</b>                           | <b>1.252</b>      | <b>118</b>          | <b>1.370</b>                           | <b>1</b>                                                 | <b>0,001</b> |

\* Di tahun 2023 terjadi perubahan Struktur Organisasi tingkat Direksi dari 3 (tiga) Direktorat menjadi 4 (empat) Direktorat.

In 2023 there was a change in the Organizational Structure at the Board of Directors level from 3 (three) Directorates to 4 (four) Directorates.

\*\* Di tahun 2024 terjadi perubahan Struktur Organisasi tingkat Direksi dari 4 (empat) Direktorat menjadi 5 (lima) Direktorat.

In 2024 there was a change in the Organizational Structure at the Board of Directors level from 4 (four) Directorates to 5 (five) Directorates.



Pada tahun 2024, terjadi perubahan tugas, tanggung jawab, dan wewenang dan penambahan jabatan Direktur Manajemen Risiko. Perubahan ini juga mempengaruhi penyesuaian jumlah karyawan pada Direktorat Utama, Direktorat Pengembangan, dan Direktorat Keuangan & Umum.

In 2024, there were changes in duties, responsibilities, and authorities and the addition of the position of Risk Management Director. These changes also affected the adjustment of the number of employees in the Main Directorate, Development Directorate, and Finance & General Directorate.

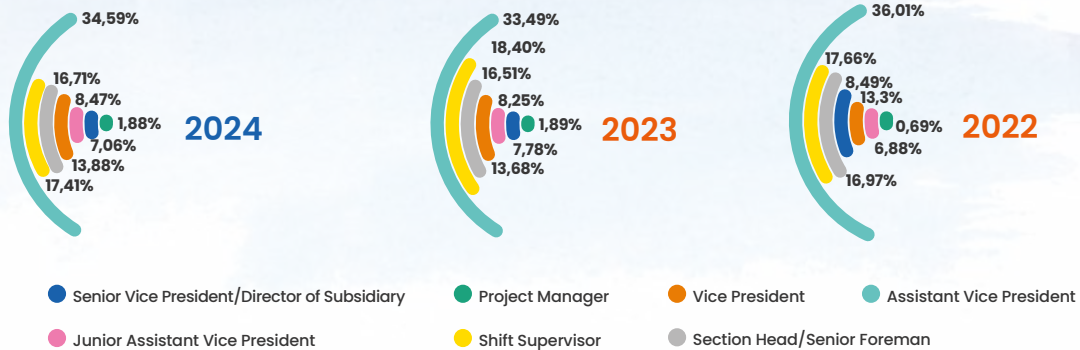




## Jumlah Karyawan Organik berdasarkan Level Jabatan

Total Organic Employees based on Job Level

| Level Jabatan<br>Job Level                                                                          | 2024              |                     |                                        | 2023              |                     |                                        | 2022              |                     |                                        | Kenaikan (Penurunan)<br>Increase (Decrease)<br>2023-2024 |              |
|-----------------------------------------------------------------------------------------------------|-------------------|---------------------|----------------------------------------|-------------------|---------------------|----------------------------------------|-------------------|---------------------|----------------------------------------|----------------------------------------------------------|--------------|
|                                                                                                     | Laki-laki<br>Male | Perempuan<br>Female | Jumlah<br>(orang)<br>Total<br>(people) | Laki-laki<br>Male | Perempuan<br>Female | Jumlah<br>(orang)<br>Total<br>(people) | Laki-laki<br>Male | Perempuan<br>Female | Jumlah<br>(orang)<br>Total<br>(people) | Orang<br>People                                          | %            |
|                                                                                                     | (1)               |                     |                                        | (2)               |                     |                                        | (3)               |                     |                                        | (3=1-2)                                                  | (3/2)        |
| Senior Vice President/<br>Direktur Entitas Anak<br>Senior Vice President/<br>Director of Subsidiary | 25                | 5                   | 30                                     | 25                | 8                   | 33                                     | 28                | 9                   | 37                                     | (3)                                                      | (0,091)      |
| Project Manager                                                                                     | 7                 | 1                   | 8                                      | 7                 | 1                   | 8                                      | 3                 | -                   | 3                                      | -                                                        | -            |
| Vice President                                                                                      | 48                | 11                  | 59                                     | 49                | 9                   | 58                                     | 51                | 7                   | 58                                     | 1                                                        | 0,017        |
| Assistant Vice<br>President                                                                         | 120               | 27                  | 147                                    | 114               | 28                  | 142                                    | 131               | 26                  | 157                                    | 5                                                        | 0,035        |
| Junior Assistant Vice<br>President                                                                  | 36                | -                   | 36                                     | 35                | -                   | 35                                     | 30                | -                   | 30                                     | 1                                                        | 0,029        |
| Shift Supervisor                                                                                    | 74                | -                   | 74                                     | 78                | -                   | 78                                     | 77                | -                   | 77                                     | (4)                                                      | (0,051)      |
| Section Head/Senior<br>Foreman                                                                      | 71                | -                   | 71                                     | 70                | -                   | 70                                     | 71                | 3                   | 74                                     | 1                                                        | 0,014        |
| <b>Jumlah<br/>Total</b>                                                                             | <b>381</b>        | <b>44</b>           | <b>425</b>                             | <b>378</b>        | <b>46</b>           | <b>424</b>                             | <b>391</b>        | <b>45</b>           | <b>436</b>                             | <b>1</b>                                                 | <b>0,002</b> |



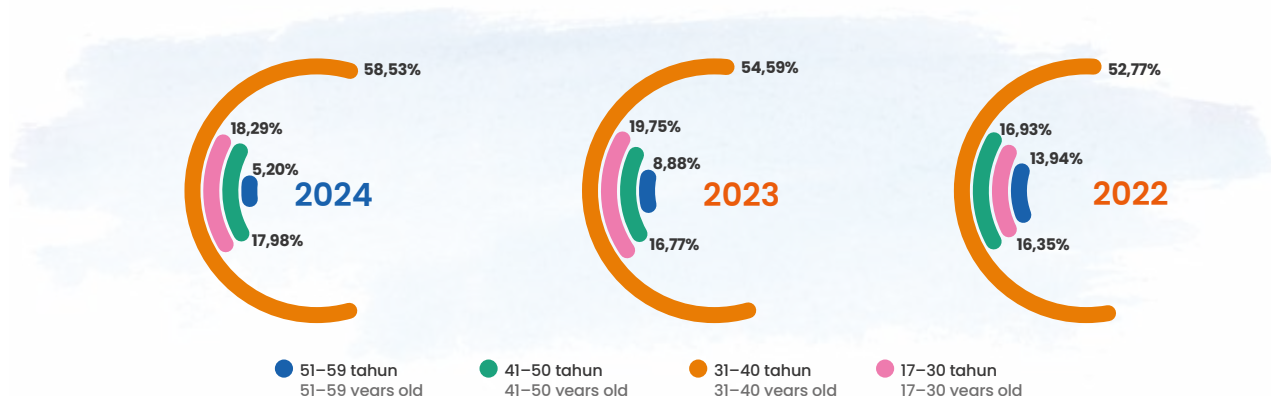
Jumlah karyawan pada level jabatan struktural cenderung stabil sehingga menunjukkan bahwa perencanaan suksesi di Pupuk Kaltim berjalan dengan baik.

The number of employees at the structural position level tends to be stable, indicating that succession planning at Pupuk Kaltim is running well.

### Jumlah Karyawan Organik berdasarkan Rentang Usia

Total Organic Employees based on Age

| Rentang Usia<br>Age     | 2024              |                     |                                        | 2023              |                     |                                        | 2022              |                     |                                        | Kenaikan (Penurunan)<br>Increase (Decrease)<br>2023-2024 |              |
|-------------------------|-------------------|---------------------|----------------------------------------|-------------------|---------------------|----------------------------------------|-------------------|---------------------|----------------------------------------|----------------------------------------------------------|--------------|
|                         | Laki-laki<br>Male | Perempuan<br>Female | Jumlah<br>(orang)<br>Total<br>(people) | Laki-laki<br>Male | Perempuan<br>Female | Jumlah<br>(orang)<br>Total<br>(people) | Laki-laki<br>Male | Perempuan<br>Female | Jumlah<br>(orang)<br>Total<br>(people) | Orang<br>People                                          | %            |
|                         | (1)               |                     |                                        | (2)               |                     |                                        | (3)               |                     |                                        | (3=1-2)                                                  | (3/2)        |
| 51-59 tahun   years old | 64                | 4                   | 68                                     | 110               | 6                   | 116                                    | 184               | 7                   | 191                                    | (48)                                                     | (0,414)      |
| 41-50 tahun   years old | 227               | 8                   | 235                                    | 211               | 8                   | 219                                    | 224               | 8                   | 232                                    | 16                                                       | 0,073        |
| 31-40 tahun   years old | 668               | 97                  | 765                                    | 624               | 89                  | 713                                    | 634               | 89                  | 723                                    | 52                                                       | 0,073        |
| 17-30 tahun   years old | 212               | 27                  | 239                                    | 237               | 21                  | 258                                    | 210               | 14                  | 224                                    | (19)                                                     | (0,074)      |
| <b>Jumlah<br/>Total</b> | <b>1.171</b>      | <b>136</b>          | <b>1.307</b>                           | <b>1.182</b>      | <b>124</b>          | <b>1.306</b>                           | <b>1.252</b>      | <b>118</b>          | <b>1.370</b>                           | <b>1</b>                                                 | <b>0,001</b> |



Karyawan Pupuk Kaltim didominasi oleh karyawan dengan usia 31-40 tahun. Selain itu, terdapat pula penurunan signifikan pada karyawan dengan rentang usia 51-59 tahun dikarenakan memasuki usia pensiun pada tahun 2024.

Pupuk Kaltim employees are dominated by employees aged 31-40 years. In addition, there is also a significant decrease in employees with an age range of 51-59 years due to entering retirement age in 2024.

### Jumlah Karyawan Organik berdasarkan Masa Kerja

Total Organic Employees based on Years of Service

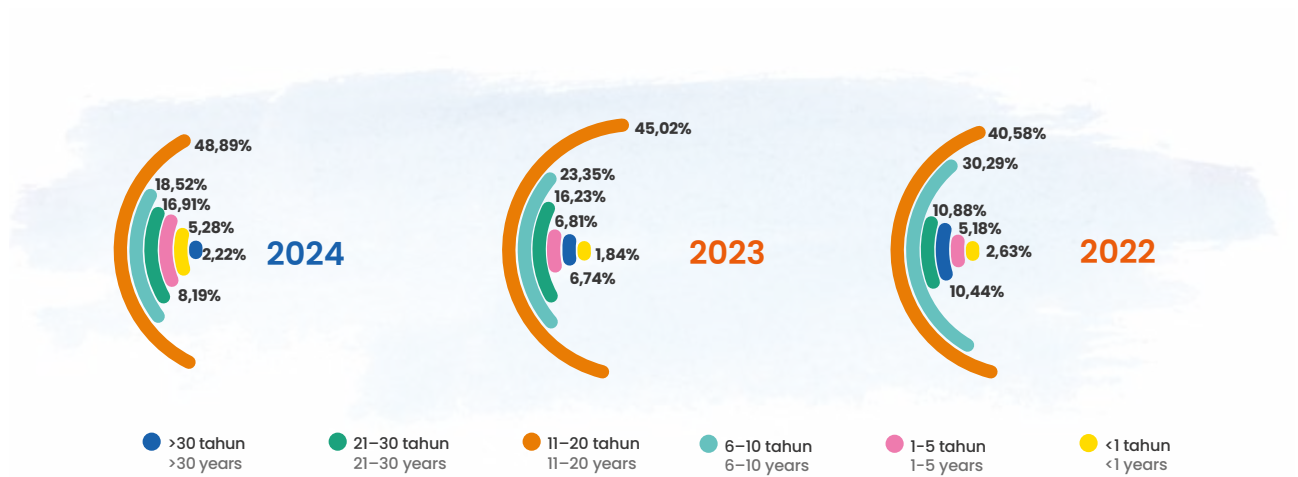
| Masa Kerja<br>Years of Service | 2024              |                     |                                        | 2023              |                     |                                        | 2022              |                     |                                        | Kenaikan (Penurunan)<br>Increase (Decrease)<br>2023-2024 |              |
|--------------------------------|-------------------|---------------------|----------------------------------------|-------------------|---------------------|----------------------------------------|-------------------|---------------------|----------------------------------------|----------------------------------------------------------|--------------|
|                                | Laki-laki<br>Male | Perempuan<br>Female | Jumlah<br>(orang)<br>Total<br>(people) | Laki-laki<br>Male | Perempuan<br>Female | Jumlah<br>(orang)<br>Total<br>(people) | Laki-laki<br>Male | Perempuan<br>Female | Jumlah<br>(orang)<br>Total<br>(people) | Orang<br>People                                          | %            |
|                                | (1)               |                     |                                        | (2)               |                     |                                        | (3)               |                     |                                        | (3=1-2)                                                  | (3/2)        |
| >30 tahun   years              | 29                | -                   | 29                                     | 86                | 2                   | 88                                     | 142               | 1                   | 143                                    | (59)                                                     | (0,670)      |
| 21-30 tahun   years            | 214               | 7                   | 221                                    | 205               | 7                   | 212                                    | 140               | 9                   | 149                                    | 9                                                        | 0,042        |
| 11-20 tahun   years            | 584               | 55                  | 639                                    | 541               | 47                  | 588                                    | 510               | 46                  | 556                                    | 51                                                       | 0,087        |
| 6-10 tahun   years             | 199               | 43                  | 242                                    | 253               | 52                  | 305                                    | 367               | 48                  | 415                                    | (63)                                                     | (0,207)      |
| 1-5 tahun   years              | 91                | 16                  | 107                                    | 80                | 9                   | 89                                     | 62                | 9                   | 71                                     | 18                                                       | 0,202        |
| <1 tahun   years               | 54                | 15                  | 69                                     | 17                | 7                   | 24                                     | 31                | 5                   | 36                                     | 45                                                       | 1,875        |
| <b>Jumlah<br/>Total</b>        | <b>1.171</b>      | <b>136</b>          | <b>1.307</b>                           | <b>1.182</b>      | <b>124</b>          | <b>1.306</b>                           | <b>1.252</b>      | <b>118</b>          | <b>1.370</b>                           | <b>1</b>                                                 | <b>0,001</b> |





Terdapat penurunan signifikan pada karyawan dengan masa kerja di atas 30 tahun memasuki usia pensiun pada tahun 2024. Selanjutnya peningkatan pada kategori karyawan dengan masa kerja kurang dari 1 tahun dipengaruhi oleh adanya penerimaan karyawan baru di tahun 2024.

There is a significant decrease in employees with more than 30 years of service entering retirement age in 2024. Furthermore, the increase in the category of employees with less than 1 year of service is influenced by the acceptance of new employees in 2024.





### REALISASI PROGRAM PENGEMBANGAN KOMPETENSI TAHUN 2024 DAN USULAN TAHUN 2025

Untuk pengembangan kompetensi karyawan tahun 2024, Perusahaan telah mengusulkan beberapa program pelatihan dengan anggaran sebesar Rp59,64 miliar, atau mengalami penurunan 1,49% dari anggaran tahun 2023 sebesar Rp60,54 miliar. Dari total anggaran tahun 2024 tersebut, terealisasi sebesar Rp58,27 miliar atau terserap sebesar 97,70%.

Perusahaan senantiasa mengimplementasikan pendekatan yang sistematis terhadap pengembangan kompetensi karyawan melalui *learning roadmap*, yakni peta jalan yang berisi matriks kompetensi unit kerja, matriks pelatihan untuk setiap jabatan, dan silabus pelatihan. Dokumen ini membantu memastikan bahwa setiap karyawan menerima program pengembangan yang relevan dan sesuai dengan tuntutan pekerjaan setiap karyawan. Program pengembangan yang dimaksud adalah program tugas belajar, *in-house training*, *off-site training*, dan *certification*.

Adapun untuk pengembangan kompetensi karyawan tahun 2025, Perusahaan telah menyusun berbagai program pelatihan dengan anggaran sebesar Rp64,1 miliar, atau mengalami peningkatan 7,48% dari anggaran tahun 2024 sebesar Rp59,64 miliar.

### REALIZATION OF THE COMPETENCY DEVELOPMENT PROGRAM IN 2024 AND PROPOSALS IN 2025

For employee competency development in 2024, the Company proposed several training programs with a budget of Rp59.64 billion or a decrease of 1.49% from the 2023 budget of Rp60.54 billion. Of the total 2024 budget, Rp58.27 billion was realized or 97.70% was absorbed.

The Company continues to implement a systematic approach to employee competency development through a learning roadmap that contains a work unit competency matrix, a training matrix for each position, and a training syllabus. This document helps ensure that each employee receives a development program that is relevant and appropriate to the demands of each employee's job. The development programs include learning assignment programs, in-house training, off-site training, and certification.

As for the development of employee competencies in 2025, the Company has prepared various training programs with a budget of Rp64.1 billion, or an increase of 7.48% from the 2024 budget of Rp59.64 billion.



**Lebih lanjut tentang pengembangan kompetensi karyawan serta pendekatan Pupuk Kaltim terhadap kepentingan karyawan sebagai pemangku kepentingan terdekat dapat dilihat pada Laporan Keberlanjutan sebagai dokumen yang tidak terpisahkan dari Laporan Tahunan ini.**

For more information about the development of employee competencies and Pupuk Kaltim's approach to the interests of employees as the closest stakeholders, please refer to the Sustainability Report as an integral document of this Annual Report.





# Pemegang Saham

## Shareholders

**Pada tahun 2024, terdapat perubahan kepemilikan saham Perusahaan sesuai Akta tanggal 4 Desember 2024 tentang Saham Dwiwarna, sehingga Komposisi Pemegang Saham Pupuk Kaltim berubah seperti berikut:**

In 2024, there was a change in the Company's share ownership in accordance with the Deed dated December 4, 2024 concerning Dwiwarna Shares, so that the composition of Pupuk Kaltim Shareholders changed as follows:





| Nama Pemegang Saham<br>Shareholders Name                   | 2024                                                   |                                                | 2023                                                   |                                                |
|------------------------------------------------------------|--------------------------------------------------------|------------------------------------------------|--------------------------------------------------------|------------------------------------------------|
|                                                            | Jumlah Kepemilikan (lembar)<br>Total Ownership (sheet) | Persentase Kepemilikan<br>Ownership Percentage | Jumlah Kepemilikan (lembar)<br>Total Ownership (sheet) | Persentase Kepemilikan<br>Ownership Percentage |
| <b>Kepemilikan Saham &gt;5%<br/>&gt;5% Share Ownership</b> |                                                        |                                                |                                                        |                                                |
| PT Pupuk Indonesia (Persero)                               | 17.599.812.012                                         | 99,99893189                                    | 17.599.812.013                                         |                                                |
| <b>Kepemilikan Saham &lt;5%<br/>&lt;5% Share Ownership</b> |                                                        |                                                |                                                        |                                                |
| Negara Republik Indonesia                                  | 1                                                      | 0,00000001                                     | -                                                      |                                                |
| Yayasan Kesejahteraan Hari Tua (YKHT) Pupuk Kaltim         | 187.987                                                | 0,00106811                                     | 187.987                                                |                                                |
| <b>Jumlah Total</b>                                        | <b>17.600.000.000</b>                                  | <b>100,00000000</b>                            |                                                        |                                                |

### INFORMASI TENTANG KEPEMILIKAN SAHAM PERUSAHAAN OLEH DEWAN KOMISARIS DAN DIREKSI

Pupuk Kaltim tidak melakukan Penawaran Umum Saham, dan tidak melakukan program kepemilikan saham oleh manajemen. Seluruh kepemilikan saham Pupuk Kaltim sesuai dengan informasi yang telah disampaikan di atas. Demikian pula entitas induk, PT Pupuk Indonesia (Persero), serta Yayasan Kesejahteraan Hari Tua (YKHT) Pupuk Kaltim, tidak melakukan Penawaran Umum Saham, dan tidak melakukan program kepemilikan saham oleh manajemen. Dengan demikian, tidak terdapat anggota Dewan Komisaris maupun Direksi yang memiliki saham Perusahaan baik secara langsung maupun tidak langsung.

### INFORMASI PEMEGANG SAHAM UTAMA HINGGA ENTITAS PEMILIK AKHIR

Dengan kepemilikan saham Pupuk Kaltim sebesar 99,999%, PT Pupuk Indonesia (Persero) selaku Holding BUMN Pupuk menjadi pemegang saham utama/pengendali sekaligus entitas induk Pupuk Kaltim. Saham Perusahaan juga dimiliki oleh Pemerintah Republik Indonesia yakni sebanyak 1 (satu) saham seri A Dwiwarna. Dengan demikian, Pemerintah Republik Indonesia merupakan entitas pemilik akhir dari PT Pupuk Kalimantan Timur, baik secara langsung melalui kepemilikan saham Seri A Dwiwarna maupun secara tidak langsung melalui PT Pupuk Indonesia (Persero).

### INFORMATION ON COMPANY SHARE OWNERSHIP BY THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

Pupuk Kaltim does not carry out a Public Offering of Shares and a share ownership program by management. All Pupuk Kaltim share ownership is in accordance with the information provided above. Likewise, the parent entity, PT Pupuk Indonesia (Persero), and the Pupuk Kaltim Kesejahteraan Hari Tua Foundation (YKHT) conducted a Public Offering of Shares and did not carry out a share ownership program by management. Thus, there are no members of the Board of Commissioners or Directors who own shares in the Company, either directly or indirectly.

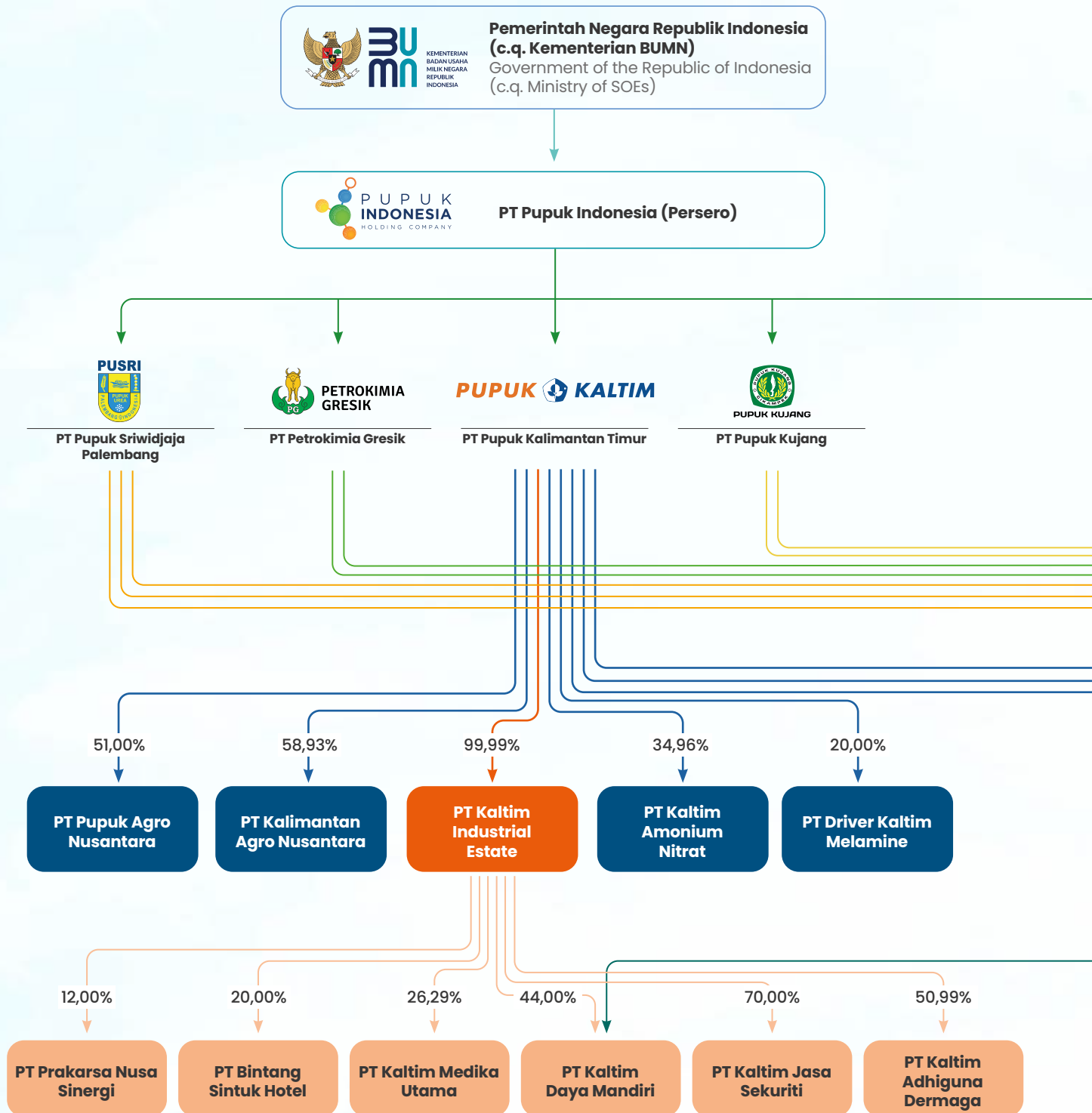
### INFORMATION ON MAJOR SHAREHOLDERS TO THE FINAL OWNER ENTITY

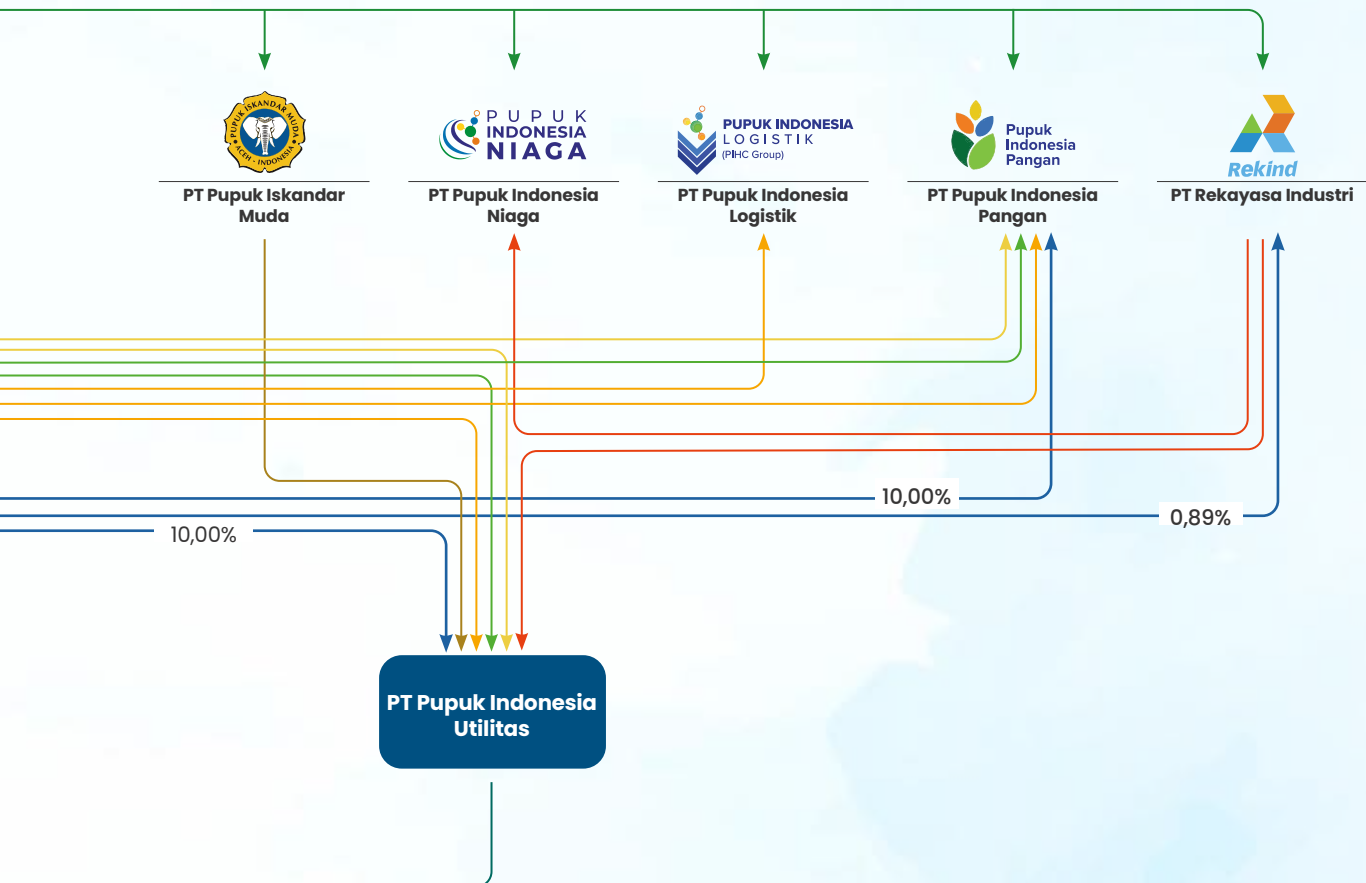
With 99.999% ownership of Pupuk Kaltim shares, PT Pupuk Indonesia (Persero) as the Fertilizer BUMN Holding is the main/controlling shareholder as well as the parent entity of Pupuk Kaltim. The Company's shares are also owned by the Government of the Republic of Indonesia, namely 1 (one) Dwiwarna series A share. Thus, the Government of the Republic of Indonesia is the ultimate owner of PT Pupuk Kalimantan Timur, both directly through ownership of Series A Dwiwarna shares and indirectly through PT Pupuk Indonesia (Persero).



# Struktur Grup/Kelompok Usaha

## Structure of Groups/Business Groups





# Daftar Entitas Anak, Entitas Asosiasi, serta Ventura Bersama dan Special Purpose Vehicle

List of Subsidiaries, Associated Entities, as well as Joint Ventures and Special Purpose Vehicle

| Nama Perusahaan<br>Company Name            | Tahun Berdiri<br>Established | Status Operasi<br>Operational Status | Jenis Usaha dan Sekilas tentang Entitas Usaha<br>Type of Business and Overview of Business Entities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Persentase Kepemilikan dalam Pupuk Kaltim dan Kelompok Usaha<br>Percentage of Ownership | Persentase Saham Mitra<br>Percentage of Partner Shares | Jumlah Aset (Rp miliar)<br>Total Assets (Rp billion) |       | Alamat Address                                                                                                                                                                                                     |
|--------------------------------------------|------------------------------|--------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|--------------------------------------------------------|------------------------------------------------------|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                            |                              |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                         |                                                        | 2024                                                 | 2023  |                                                                                                                                                                                                                    |
| Entitas Anak Langsung<br>Direct Subsidiary |                              |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                         |                                                        |                                                      |       |                                                                                                                                                                                                                    |
| PT Kaltim Industrial Estate (KIE)          | 1990                         | Aktif<br>Active                      | <p>Bergerak di bidang penyediaan dan pengelolaan lahan kawasan industri dengan luas 214,08 hektar yang berbasis pada lima pilar bisnis yakni Kawasan Industri, Rekayasa dan Kontruksi, Properti, Beton dan Trading. Sebagai penyedia Kawasan industri, KIE dilengkapi dengan fasilitas pendukung seperti fasilitas pengolahan limbah cair, gedung perkantoran, dan jasa perawatan Kawasan. Laporan keuangan diaudit oleh KAP Rintis, Jumadi, Rianto &amp; Rekan.</p> <p>Engaged in the provision and management of industrial estate land with an area of 214.08 hectares based on five business pillars, namely Industrial Estate, Engineering and Construction, Property, Concrete, and Trading. As an Industrial Estate provider, KIE is complemented with supporting facilities such as liquid waste treatment facilities, office buildings, and area maintenance services. The financial statements are audited by KAP Rintis, Jumadi, Rianto &amp; Partners.</p> | Pupuk Kaltim: 99,99%                                                                    | YKHT: 0,01%                                            | 1.292                                                | 1.220 | Wisma KIE Lt. 2<br>Jl. Paku Aji Kavling 79, Kompleks Kawasan Industri Bontang, Kalimantan Timur<br>KIE Center 2 <sup>nd</sup> Floor<br>Jl. Paku Aji Kavling 79, Bontang Industrial Estate Complex, East Kalimantan |





| Nama Perusahaan<br>Company Name                                                                                                | Tahun Berdiri<br>Established | Status Operasi<br>Operational Status | Jenis Usaha dan Sekilas tentang Entitas Usaha<br>Type of Business and Overview of Business Entities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Persentase Kepemilikan dalam Pupuk Kaltim dan Kelompok Usaha<br>Percentage of Ownership | Persentase Saham Mitra<br>Percentage of Partner Shares                                                                                                                                                                | Jumlah Aset (Rp miliar)<br>Total Assets (Rp billion) |      | Alamat Address                                                                                                                                                                     |
|--------------------------------------------------------------------------------------------------------------------------------|------------------------------|--------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                |                              |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                         |                                                                                                                                                                                                                       | 2024                                                 | 2023 |                                                                                                                                                                                    |
| Entitas Anak Tidak Langsung, Melalui PT Kaltim Industrial Estate<br>Indirect Subsidiaries, through PT Kaltim Industrial Estate |                              |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                         |                                                                                                                                                                                                                       |                                                      |      |                                                                                                                                                                                    |
| PT Kaltim Jasa Sekuriti                                                                                                        | 2002                         | Aktif<br>Active                      | <p>Penyedia jasa keamanan khususnya di Kawasan Industri KIE dan Kawasan Industri PT Pupuk Kaltim. Personil-personil jasa keamanan KJS telah berpengalaman menjaga keamanan aset-aset berbagai perusahaan yang ada di lingkungan Bontang guna menambah kenyamanan berbagai perusahaan tersebut. Laporan Keuangan diaudit oleh KAP Erfan &amp; Rakhmawan.</p> <p>Security service provider, especially in the KIE Industrial Estate and PT Pupuk Kaltim Industrial Estate. KJS security service personnel have experience in maintaining the security of the assets of various companies within the Bontang area to add to the convenience of these companies. The Financial Statements are audited by KAP Erfan &amp; Rakhmawan.</p>                                                                                                                                                                                                             | KIE: 70%                                                                                | Koperasi Polisi Polres Bontang: 10%<br>Koperasi Kartika Wira Karya: 10%<br>Koperasi Arda Gusena: 10%<br>Polres Bontang Police Cooperative: 10%<br>Kartika Wira Karya Cooperative: 10%<br>Arda Gusena Cooperative: 10% | 50                                                   | 38   | Jl. Raya Paku Aji, Kav. 79, Gedung KIE Lantai 1, Bontang, Kalimantan Timur 75311<br>Jl. Raya Paku Aji, Kav. 79, KIE Building 1 <sup>st</sup> Floor, Bontang, East Kalimantan 75311 |
| PT Kaltim Adhiguna Dermaga                                                                                                     | 1988                         | Aktif<br>Active                      | <p>Penyedia jasa bongkar muat yang beroperasi di Terminal Khusus Pupuk Kaltim dan Kawasan Industri KIE. PT KAD telah melakukan diversifikasi usahanya seperti Jasa Pengurusan Transportasi, Jasa Pengelolaan Gudang, Jasa Pengurusan Kepabeanan, Jasa Sewa Alat Berat, dan Layanan Jasa Umum untuk menunjang kegiatan operasional perusahaan-perusahaan di Kawasan Industri KIE. Laporan keuangan diaudit oleh KAP Hadori Sugiarto Adi &amp; Rekan.</p> <p>A loading and unloading service provider operating at Pupuk Kaltim Special Terminal and KIE Industrial Estate. PT KAD diversified its business to include Transportation Management Services, Warehouse Management Services, Customs Management Services, Heavy Equipment Rental Services, and General Services to support the operational activities of companies in the KIE Industrial Estate. The financial statements are audited by KAP Hadori Sugiarto Adi &amp; Partners.</p> | KIE: 50,99%                                                                             | YKHT: 34,00%<br>Yayasan Adhiguna: 15,01%<br>YKHT: 34,00%<br>Adhiguna Foundation: 15,01%                                                                                                                               | 79                                                   | 54   | Jl. Paku Aji Kav.79, Gedung KIE Lt. 1, Bontang, Kalimantan Timur 75313<br>Jl. Paku Aji Kav.79, KIE Building 1 <sup>st</sup> Floor, Bontang, East Kalimantan 75313                  |



| Nama Perusahaan<br>Company Name                                                                       | Tahun Berdiri<br>Established | Status Operasi<br>Operational Status | Jenis Usaha dan Sekilas tentang Entitas Usaha<br>Type of Business and Overview of Business Entities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Persentase Kepemilikan dalam Pupuk Kaltim dan Kelompok Usaha<br>Percentage of Ownership | Persentase Saham Mitra<br>Percentage of Partner Shares                                                                  | Jumlah Aset (Rp miliar)<br>Total Assets (Rp billion) |      | Alamat Address                                                                                                                                                |
|-------------------------------------------------------------------------------------------------------|------------------------------|--------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                       |                              |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                         |                                                                                                                         | 2024                                                 | 2023 |                                                                                                                                                               |
| Entitas Asosiasi, Melalui PT Kaltim Industrial Estate Associates, through PT Kaltim Industrial Estate |                              |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                         |                                                                                                                         |                                                      |      |                                                                                                                                                               |
| PT Kaltim Daya Mandiri                                                                                | 1995                         | Aktif<br>Active                      | <p>Penyedia dan pendistribusian utilitas listrik, serta menyediakan utilitas lain seperti steam, nitrogen, dan demineralized water sebagai salah satu penunjang kelancaran operasi perusahaan-perusahaan yang ada di Kawasan Industri KIE. Laporan keuangan diaudit oleh KAP Rintis, Jumadi, Rianto &amp; Rekan.</p> <p>Electricity utility provider and distribution, as well as providing other utilities such as steam, nitrogen, and demineralized water as one of the supports for the smooth operation of companies in the KIE Industrial Estate. The financial statements are audited by KAP Rintis, Jumadi, Rianto &amp; Partners.</p>          | KIE: 44,00%                                                                             | PIU: 51%<br>YPK: 5%                                                                                                     | 670                                                  | 592  | Jl. Ammonia Kav 79 Lt. 2, Gedung KIE Bontang, Kalimantan Timur 75311<br>Jl. Ammonia Kav 79 2 <sup>nd</sup> Floor, KIE Bontang Building, East Kalimantan 75311 |
| PT Bintang Sintuk Hotel                                                                               | 1995                         | Aktif<br>Active                      | <p>Penyedia Jasa Perhotelan bintang tiga yang merupakan salah satu fasilitas penginapan/hotel yang dapat menjadi pilihan bagi tamu-tamu serta calon investor di Kawasan Industri KIE, maupun tamu dari perusahaan-perusahaan yang berada di Kawasan Industri KIE. Laporan keuangan diaudit oleh KAP Panata &amp; Rekan.</p> <p>Three-star Hospitality Service Provider, which is one of the lodging/hotel facilities that can be an option for guests and potential investors in the KIE Industrial Estate, as well as guests of companies located in the KIE Industrial Estate. The financial statements are audited by KAP Panata &amp; Partners.</p> | KIE: 20,00%                                                                             | PT CDL: 80%                                                                                                             | 17                                                   | 15   | Jl. Urea, Komp. Kawasan Lapangan Golf Sintuk PKT Bontang, Kalimantan Timur 75313<br>Jl. Urea, Sintuk PKT Golf Course Complex, Bontang, East Kalimantan 75313  |
| PT Kaltim Medika Utama                                                                                | 2011                         | Aktif<br>Active                      | <p>Penyedia Jasa Kesehatan yang mempunyai jaringan luas dan mengelola beberapa jaringan rumah sakit untuk memenuhi kebutuhan layanan kesehatan bagi masyarakat dan industri, khususnya di kawasan industri Pupuk Kaltim dan KIE. Laporan keuangan diaudit oleh KAP Rama Wendra (Mc Millan Woods)</p> <p>Health Service Provider that has an extensive network and manages several hospital networks to meet the health service needs of the community and industry, especially in the Pupuk Kaltim and KIE industrial areas. The financial statements are audited by KAP Rama Wendra (Mc Millan Woods).</p>                                             | KIE: 26,29%                                                                             | YKHT: 72,98%<br>Kopkar RS Pupuk Kaltim: 0,73%<br>YKHT: 72,98%<br>Employee Cooperative of Pupuk Kaltim's Hospital: 0,73% | 235                                                  | 237  | Jl. Oxygen No. 01, Bontang, Kalimantan Timur 75313<br>Jl. Oxygen No. 01, Bontang, East Kalimantan 75313                                                       |





| Nama Perusahaan<br>Company Name          | Tahun Berdiri<br>Established | Status Operasi<br>Operational Status            | Jenis Usaha dan Sekilas tentang Entitas Usaha<br>Type of Business and Overview of Business Entities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Persentase Kepemilikan dalam Pupuk Kaltim dan Kelompok Usaha<br>Percentage of Ownership | Persentase Saham Mitra<br>Percentage of Partner Shares | Jumlah Aset<br>(Rp miliar)<br>Total Assets<br>(Rp billion) |      | Alamat<br>Address                                                                                                                                                                               |
|------------------------------------------|------------------------------|-------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|--------------------------------------------------------|------------------------------------------------------------|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                          |                              |                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                         |                                                        | 2024                                                       | 2023 |                                                                                                                                                                                                 |
| PT Prakarsa Nusa Sinergi                 | 2003                         | Proses Restrukturisasi<br>Restructuring Process | Penyedia jasa perdagangan yang meliputi kegiatan ekspor-impor bahan pertanian dan perkebunan, kegiatan distribusi, perdagangan bidang agrobisnis, serta perdagangan komoditas pertanian/perkebunan untuk mendukung lini bisnis trading KIE. Saat ini dalam proses restrukturisasi untuk dapat mendukung pengembangan PI Group kedepannya. Laporan keuangan diaudit oleh Hadori Sugiarto Adi & Rekan.<br>Trade service provider, which includes export-import activities of agricultural and plantation materials, distribution activities, agribusiness trading, and agricultural/plantation commodity trading to support KIE's trading business line. Currently in the process of restructuring to be able to support the future development of PI Group. The financial statements are audited by Hadori Sugiarto Adi & Partners. | KIE: 12%                                                                                | YKHT: 88%                                              | 1                                                          | 1    | Wisma KIE Lt.1, Jl. Paku Aji Kav.79, Kawasan Industri, Bontang, Kalimantan Timur 75321 KIE Center 1 <sup>st</sup> Floor, Jl. Paku Aji Kav.79, Industrial Estate, Bontang, East Kalimantan 75321 |
| Ventura Bersama<br>Joint Venture         |                              |                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                         |                                                        |                                                            |      |                                                                                                                                                                                                 |
| PT Kalimantan Agro Nusantara (Kalianusa) | 2009                         | Aktif<br>Active                                 | Bergerak di bidang agrobisnis dan agro industri khususnya perkebunan Kelapa Sawit yang mengelola, mengembangkan, dan mengolah produk kelapa sawit dengan lahan seluas 8.347 hektar di Kabupaten Kutai Timur, Kalimantan Timur. Saat ini PT Kalianusa memiliki pabrik kelapa sawit (PKS) dengan kapasitas 30 ton/jam. Laporan Keuangan diaudit oleh KAP Rintis, Jumadi, Rianto & Rekan.<br>Engaged in agribusiness and agro-industry, especially Oil Palm plantations that manage, develop, and process oil palm products with an area of 8,347 hectares in East Kutai Regency, East Kalimantan. Currently, PT Kalianusa has a palm oil mill (PKS) with a capacity of 30 tons/hour. The Financial Statements are audited KAP Rintis, Jumadi, Rianto & Partners.                                                                     | Pupuk Kaltim: 58,93%                                                                    | PTPN IV: 41,07%                                        | 638                                                        | 633  | Thomas Square Blok C-5 Jl. Yos Sudarso II No. 17 Sangatta, Kalimantan Timur Thomas Square Block C-5 Jl. Yos Sudarso II No. 17 Sangatta, East Kalimantan                                         |

| Nama Perusahaan<br>Company Name   | Tahun Berdiri<br>Established | Status Operasi<br>Operational Status            | Jenis Usaha dan Sekilas tentang Entitas Usaha<br>Type of Business and Overview of Business Entities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Persentase Kepemilikan dalam Pupuk Kaltim dan Kelompok Usaha<br>Percentage of Ownership | Persentase Saham Mitra<br>Percentage of Partner Shares         | Jumlah Aset (Rp miliar)<br>Total Assets (Rp billion) |       | Alamat Address                                                                                                                                                           |
|-----------------------------------|------------------------------|-------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|----------------------------------------------------------------|------------------------------------------------------|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                   |                              |                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                         |                                                                | 2024                                                 | 2023  |                                                                                                                                                                          |
| PT Kaltim Amonium Nitrat (KAN)    | 2003                         | Aktif<br>Active                                 | Bergerak dalam bidang perindustrian yang mengolah amoniak menjadi bahan kimia lainnya, meliputi industri asam nitrat dan amonium nitrat. KAN didirikan dengan tujuan agar Pupuk Kaltim dapat melakukan diversifikasi usaha dengan bahan baku amoniak yang merupakan produk dari Pupuk Kaltim.<br>Laporan Keuangan yang diaudit oleh KAP Hendrawinata Hanny Erwin & Sumargo.<br>Engaged in the industrial sector that processes ammonia into other chemicals, including nitric acid and ammonium nitrate industries. KAN was established with the aim that Pupuk Kaltim can diversify its business with ammonia as a raw material, which is Pupuk Kaltim's product.<br>The Financial Statements are audited by KAP Hendrawinata Hanny Erwin & Sumargo. | Pupuk Kaltim: 34,96%                                                                    | DIC: 65,04%                                                    | 1.489                                                | 1.249 | Menara MTH 17th Floor<br>Jl. MT. Haryono Kav. 23, Jakarta 12820<br>MTH Tower 17 <sup>th</sup> Floor<br>Jl. MT. Haryono Kav. 23, Jakarta 12820                            |
| PT Pupuk Agro Nusantara (PAN)     | 2010                         | Proses Restrukturisasi<br>Restructuring Process | Bergerak di bidang industri pupuk NPK yang berlokasi di Kawasan Industri Medan III dengan luas 33.165 m <sup>2</sup> . PAN direncanakan akan membangun Pabrik Pupuk NPK beserta fasilitas Gudang Pupuk untuk memenuhi suplai pupuk dari Pupuk Kaltim di area Sumatera.<br>Pupuk Kaltim memiliki saham diaudit oleh KAP Drs. Selamat Sinuraya & Rekan.<br><br>Engaged in the NPK fertilizer industry located in Medan III Industrial Estate with an area of 33,165 m <sup>2</sup> . PAN plans to build an NPK Fertilizer Plant along with a Fertilizer Warehouse facility to fulfill fertilizer supply from Pupuk Kaltim in Sumatra area.<br>Pupuk Kaltim has its shares audited by KAP Drs. Selamat Sinuraya & Partners.                              | Pupuk Kaltim: 51,00%                                                                    | PTPN IV: 49%                                                   | 84                                                   | 86    | Jl. Ir. H. Juanda No. 29 A, Medan, Sumatera Utara<br>Jl. Ir. H. Juanda No. 29 A, Medan, North Sumatra                                                                    |
| PT Pupuk Indonesia Utilitas (PIU) | 2014                         | Aktif<br>Active                                 | Bergerak di bidang industri penyediaan energi dan utilitas sebagai salah satu penunjang kelancaran operasional perusahaan-perusahaan khususnya di lingkungan Pupuk Indonesia Group.<br>Laporan keuangan diaudit oleh KAP Rintis, Jumadi, Rianto & Rekan.<br><br>Engaged in the energy and utility supply industry as one of the supporters of the smooth operation of companies, especially within the Pupuk Indonesia Group.<br>The financial statements are audited by KAP Rintis, Jumadi, Rianto & Partners.                                                                                                                                                                                                                                       | Pupuk Kaltim: 10,00%                                                                    | PKG: 10%<br>PSP: 7,14%<br>Rekind: 62,86%<br>PIM: 5%<br>PKC: 5% | 1.710                                                | 1.665 | Alamanda Tower Lt. 17<br>Jl. TB. Simatupang No. 22-26 Jakarta Selatan 12430<br>Alamanda Tower 17 <sup>th</sup> Floor<br>Jl. TB. Simatupang No. 22-26 South Jakarta 12430 |





| Nama Perusahaan<br>Company Name | Tahun Berdiri<br>Established | Status Operasi<br>Operational Status | Jenis Usaha dan Sekilas tentang Entitas Usaha<br>Type of Business and Overview of Business Entities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Persentase Kepemilikan dalam Pupuk Kaltim dan Kelompok Usaha<br>Percentage of Ownership | Persentase Saham Mitra<br>Percentage of Partner Shares                                             | Jumlah Aset (Rp miliar)<br>Total Assets (Rp billion) |       | Alamat Address                                                                                                                                                                                                                                              |
|---------------------------------|------------------------------|--------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|------------------------------------------------------|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                 |                              |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                         |                                                                                                    | 2024                                                 | 2023  |                                                                                                                                                                                                                                                             |
| PT Pupuk Indonesia Pangan (PIP) | 2015                         | Aktif<br>Active                      | <p>Bergerak di bidang perindustrian pertanian dan perdagangan pertanian untuk mendukung kesinambungan program peningkatan produktivitas pertanian yang bersinergi dari hulu sampai dengan hilir. Laporan keuangan diaudit oleh KAP Rintis, Jumadi, Rianto &amp; Rekan.</p> <p>Engaged in agricultural industry and trade to support the sustainability of agricultural productivity improvement programs that synergize from upstream to downstream. The financial statements are audited by KAP Rintis, Jumadi, Rianto &amp; Partners.</p>                                                                                                                          | Pupuk Kaltim: 10,00%                                                                    | PI: 60%<br>PKG: 10%<br>PSP: 10%<br>PKC: 10%                                                        | 84                                                   | 87    | Jl. Raya Rawamerta, Dusun Sukamanah RT/RW 06/03 Desa Kutawargi, Kecamatan Rawamerta, Kabupaten Karawang, Jawa Barat 41382<br>Jl. Raya Rawamerta, Sukamanah Sub-village RT/RW 06/03 Kutawargi Village, Rawamerta District, Karawang Regency, West Java 41382 |
| PT Rekayasa Industri (REKIND)   | 1981                         | Aktif<br>Active                      | <p>Bergerak di bidang jasa Engineering, Procurement dan Construction (EPC) untuk industri petrokimia, pupuk, migas, mineral/pertambangan, energi listrik, industri agro, infrastruktur industri lainnya, dan sebagainya, baik di Indonesia maupun luar negeri. Laporan keuangan diaudit oleh KAP Rintis, Jumadi, Rianto &amp; Rekan.</p> <p>Engaged in Engineering, Procurement, and Construction (EPC) services for petrochemical, fertilizer, oil and gas, mineral/mining, electricity, agro-industry, other industrial infrastructure, etc., both in Indonesia and abroad. The financial statements are audited by KAP Rintis, Jumadi, Rianto &amp; Partners.</p> | Pupuk Kaltim: 0,89%                                                                     | PI: 98,22%<br>Pemerintah RI: 0,89%<br>PI: 98,22%<br>Government of the Republic of Indonesia: 0,89% | 6.237                                                | 4.320 | Jl. Kalibata Timur I No. 36 Kalibata, Jakarta 12740                                                                                                                                                                                                         |



## Informasi **tentang Pencatatan Saham**

### Information on Stock Listing

Sampai dengan 31 Desember 2024, Perusahaan belum melakukan perdagangan saham kepada publik dan pencatatan saham di bursa efek baik yang berada di Indonesia maupun di luar negeri.

As of December 31, 2024, the Company has not traded shares to the public or listed shares on stock exchanges either in Indonesia or abroad.

## Informasi **Penerbitan Efek Surat Utang**

### Information on Issuance of Debt Securities

Sampai dengan 31 Desember 2024, Perusahaan tidak menerbitkan efek seperti obligasi, sukuk, obligasi konversi atau efek lainnya di bursa efek baik yang berada di Indonesia maupun di luar negeri.

As of December 31, 2024, the Company did not issue securities such as bonds, sukuk, convertible bonds, or other securities on stock exchanges either in Indonesia or abroad.





# Keanggotaan Asosiasi

## Association Membership

| Nama Asosiasi<br>Name of Association                                                                | Lingkup<br>Scope               | Peran dan Kontribusi Pupuk Kaltim dalam Asosiasi<br>Pupuk Kaltim's Role and Contribution to the Association | Tahun Bergabung<br>Joint Year |
|-----------------------------------------------------------------------------------------------------|--------------------------------|-------------------------------------------------------------------------------------------------------------|-------------------------------|
| Asosiasi Perusahaan Pupuk Indonesia (APPI)<br>Association of Indonesian Fertilizer Producers (APPI) | Nasional<br>National           | Anggota<br>Member                                                                                           | 1978                          |
| Responsible Care Indonesia (RCI)                                                                    | Nasional<br>National           | Anggota<br>Member                                                                                           | 1997                          |
| Kamar Dagang dan Industri (Kadin)<br>Indonesian Chamber of Commerce and Industry (Kadin)            | Nasional<br>National           | Anggota<br>Member                                                                                           | 1999                          |
| Indonesia Gas Society                                                                               | Nasional<br>National           | Anggota<br>Member                                                                                           | 2016                          |
| International Fertilizer Association (IFA)                                                          | Internasional<br>International | Anggota<br>Member                                                                                           | 2017                          |
| Food and Drug Administration (FDA)                                                                  | Internasional<br>International | Anggota<br>Member                                                                                           | 2018                          |
| Forum Human Capital Indonesia (FHCI)                                                                | Nasional<br>National           | Anggota<br>Member                                                                                           | 2019                          |
| Brand for Good Club                                                                                 | Nasional<br>National           | Anggota<br>Member                                                                                           | 2021                          |
| Certified Management Accountant (CMA)                                                               | Internasional<br>International | Anggota<br>Member                                                                                           | 2021                          |
| Environmental Product Declaration (EPD)                                                             | Internasional<br>International | Anggota<br>Member                                                                                           | 2021                          |
| The Institute of Internal Auditors Indonesia (IIAI)                                                 | Nasional<br>National           | Anggota<br>Member                                                                                           | 2023                          |
| Information System Audit and Control Association (ISACA)                                            | Internasional<br>International | Anggota<br>Member                                                                                           | 2023                          |



# Lembaga dan Profesi Penunjang

Supporting Institution and Profession

| Akuntan Publik dan Kantor Akuntan Publik<br>Public Accounting and Public Accounting Firm |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kantor Akuntan Publik (KAP)<br>Public Accounting Firm (KAP)                              | Rintis, Jumadi, Rianto & Rekan<br>No. Induk: 24.2.1457<br>No. KMK: 315/KM.1.2024<br>Tanggal KMK: 15/05/2022                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Akuntan Publik (AP)<br>Public Accountant (AP)                                            | Dedy Lesmana, S.E., CPA<br>Izin Akuntan Publik No. AP. 1782<br>Public Accountant License No. AP. 1782                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Jasa yang Diberikan<br>Service Provided                                                  | <p><b>Jasa Audit:</b></p> <ol style="list-style-type: none"> <li>1. Laporan Auditor Independen atas Laporan Keuangan.</li> <li>2. Laporan Auditor Independen atas Laporan Keuangan Pelaksanaan Program Pendanaan Usaha Mikro dan Kecil (UMK).</li> <li>3. Laporan Auditor Independen atas Audit Kepatuhan terhadap Peraturan Perundang-undangan dan Pengendalian Internal.</li> <li>4. Laporan Akuntan Independen atas Prosedur yang Disepakati terhadap Penilaian Tingkat Pencapaian KPI Direksi Kolegial dan Individu Direksi.</li> <li>5. Laporan Management Letter (bila ada).</li> </ol> <p><b>Jasa Non-Audit:</b><br/>Tidak ada.</p> <p><b>Audit Services:</b></p> <ol style="list-style-type: none"> <li>1. Independent Auditor's Report on Financial Statements.</li> <li>2. Independent Auditor's Report on the Financial Statements of the Implementation of the Micro and Small Enterprise Funding Program (MSE).</li> <li>3. Independent Auditor's Report on the Audit of Compliance with Laws and Regulations and Internal Controls.</li> <li>4. Independent Accountant Report on Agreed Procedures for the Assessment of the Level of Achievement of Collegial and Individual KPIs of the Board of Directors.</li> <li>5. Management Letter Report (if any).</li> </ol> <p><b>Non-Audit Services:</b><br/>None</p> |
| Periode Penugasan<br>Assignment Period                                                   | Tahun Buku 2024<br>Fiscal Year 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Waktu Terbit Laporan<br>Time of Report Publication                                       | 7 Mei 2025<br>May 7, 2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Biaya Jasa (Fee)<br>Service Fee                                                          | <ul style="list-style-type: none"> <li>• Jasa Audit: Rp3.379.950.000</li> <li>• Jasa Non-Audit: -</li> <li>• Audit Services: Rp3,379,950,000</li> <li>• Non-Audit Services: -</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Konsultan Hukum<br>Law Consultant                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Nama<br>Name                                                                             | Aswanuddin, S.H., M.H & Rekan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Alamat<br>Address                                                                        | <p>Jl. D.I Panjaitan Perum Indovice RT.68 Blok D No. 14, Kel. Sungai Pinang Dalam, Kec. Sungai Pinang, Kota Samarinda, Kalimantan Timur<br/>Telp. +62 8125814896</p> <p>Jl. D.I Panjaitan Perum Indovice RT.68 Block D No. 14<br/>Sungai Pinang Dalam Sub-district, Sungai Pinang District,<br/>Samarinda City, East Kalimantan<br/>Phone. +62 8125814896</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Jasa yang Diberikan<br>Service Provided                                                  | Jasa Konsultan Hukum Tetap/Retainer<br>Fixed/Retainer Legal Consultant Service                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

\* masih menunggu data





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|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Nama</b><br>Name                            | Hiswara Bunjamin & Tandjung                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Alamat</b><br>Address                       | 18 <sup>th</sup> floor, Tower 1, Sudirman 7.8<br>Jl. Jendral Sudirman Kavling 7 – 8, Jakarta Selatan, Jakarta – 10220, Indonesia<br>Telp.   Phone +62 21 – 39738000                                                                                                                                                                                                                                                                                                                                                             |
| <b>Jasa yang Diberikan</b><br>Service Provided | Jasa Konsultan Hukum Penanganan dan Pendampingan Pelaksanaan Initial Public Offering (IPO) PT Pupuk Kalimantan Timur<br>Legal Consulting Services for Handling and Assisting the Implementation of PT Pupuk Kalimantan Timur's Initial Public Offering                                                                                                                                                                                                                                                                          |
| <b>Nama</b><br>Name                            | Thamrin & Rekan Law Firm (TR & Co.)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Alamat</b><br>Address                       | Menara Kuningan Lantai 9<br>Jl. H. R. Rasuna Said Blok X-7 Kavling 5, Kuningan, Jakarta Selatan, Jakarta 12940, Indonesia<br>Telp. +62 21 – 52971779<br>Kuningan Tower 9th Floor<br>Jl. H. R. Rasuna Said Blok X-7 Kavling 5,<br>Kuningan, South Jakarta,<br>Jakarta 12940, Indonesia<br>Phone +62 21 – 52971779                                                                                                                                                                                                                |
| <b>Jasa yang Diberikan</b><br>Service Provided | Jasa Konsultan Hukum Penanganan Permasalahan Aspek Hukum Bisnis dan Proyek-Proyek Pengembangan PT Pupuk Kalimantan Timur<br>Legal Consulting Services for Handling Legal Aspects of Business and Development Projects of PT Pupuk Kalimantan Timur                                                                                                                                                                                                                                                                              |
| <b>Nama</b><br>Name                            | Assegaf Hamzah & Partners                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Alamat</b><br>Address                       | <ul style="list-style-type: none"> <li>Jakarta Office: Capital Place, Level 36 &amp; 37, Jl. Jendral Gatot Subroto Kav. 18 Jakarta 12710, Indonesia<br/>Telp.   Phone +62 21 – 25557800</li> <li>Surabaya office: Pakuwon Center, Superblok Tunjungan City Lantai 11   11<sup>th</sup> Floor, Unit 08,<br/>Jl. Embong Malang No. 1, 3, 5, Surabaya 60261, Indonesia<br/>Telp.   Phone +62 31 – 51164550</li> </ul>                                                                                                              |
| <b>Jasa yang Diberikan</b><br>Service Provided | <ol style="list-style-type: none"> <li>Jasa Konsultan Hukum Penanganan Permasalahan Aspek Hukum Bisnis dan Proyek-Proyek Pengembangan PT Pupuk Kalimantan Timur.</li> <li>Penempatan Lawyer Untuk Tugas Bidang Hukum Perusahaan (Secondment)</li> </ol> <ol style="list-style-type: none"> <li>Legal Consulting Services for Handling Legal Aspects of Business and Development Projects of PT Pupuk Kalimantan Timur</li> <li>Placement of Lawyers for Corporate Legal Affairs Tasks (Secondment)</li> </ol>                   |
| <b>Nama</b><br>Name                            | William Hutabulu & Co                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Alamat</b><br>Address                       | Menara Rajawali, Lantai GF, Unit 233,<br>Jl. Dr. Ide Anak Agung Gde Agung, Lot# 5.1, Kawasan Mega Kuningan, Jakarta Selatan<br>DKI Jakarta-12950<br>Telp. +62 21 – 80511688<br>Rajawali Tower, GF Floor, Unit 233,<br>Jl. Dr. Ide Anak Agung Gde Agung, Lot# 5.1,<br>Mega Kuningan Area, South Jakarta,<br>DKI Jakarta-12950<br>Phone +62 21 – 80511688                                                                                                                                                                         |
| <b>Jasa yang Diberikan</b><br>Service Provided | Jasa Konsultan Hukum dalam rangka memenuhi surat panggilan dari Kepolisian Negara Republik Indonesia Daerah Sumatera Utara Resor terhadap dugaan tindak pidana pengedaran pupuk yang tidak terdaftar/berlabel dan/atau penggunaan pestisida yang tidak terdaftar.<br>Legal Consultant Services in order to fulfill the summons from the North Sumatra Regional Police of the Republic of Indonesia against alleged criminal acts of distribution of unregistered/labeled fertilizers and/or the use of unregistered pesticides. |
| <b>Nama</b><br>Name                            | Firma Hukum Taufik Mappaenre (TMP Legal Consultant)<br>Taufik Mappaenre Law Firm (TMP Legal Consultant)                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Alamat</b><br>Address                       | One Pacific Place Level 11,<br>Jl. Jend Sudirman Kav. 52-53, SCBD, Senayan, Kebayoran Baru, Jakarta Selatan, 12190<br>Telp.   Phone +62 21 – 29859888                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Jasa yang Diberikan</b><br>Service Provided | Jasa Konsultan Hukum Tetap/Retainer<br>Fixed/Retainer Legal Consultant Service                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Nama</b><br>Name                            | Makarim & Tiara S.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Alamat</b><br>Address                       | Summitmas I, 16th – 17th floor<br>Jl. Jend. Sudirman Kav. 61-62, Jakarta 12190 Indonesia<br>Telp.   Phone +62 21 – 50808300, 2521272                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Jasa yang Diberikan</b><br>Service Provided | Jasa Konsultan Hukum Penanganan Permasalahan Aspek Hukum Bisnis dan Proyek-Proyek Pengembangan PT Pupuk Kalimantan Timur<br>Legal Consulting Services for Handling Legal Aspects of Business and Development Projects of PT Pupuk Kalimantan Timur                                                                                                                                                                                                                                                                              |



|                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Nama</b><br>Name                            | Chotman Wullur Nong & Partners                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Alamat</b><br>Address                       | Citra Towers Lantai 3 Unit A2<br>Jl. Benyamin Sueb Kav A6, Kemayoran, Jakarta Pusat<br>Telp. +62 812282749681, 82121812589, 81218159247<br>Citra Towers 3 <sup>th</sup> Floor Unit A2<br>Jl. Benyamin Sueb Kav A6,<br>Kemayoran, Central Jakarta<br>Phone +62 812282749681, 82121812589, 81218159247                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Jasa yang Diberikan</b><br>Service Provided | Jasa Konsultan Hukum dalam rangka memenuhi surat panggilan dari Kepolisian Negara Republik Indonesia Daerah Kalimantan Tengah Resor Murung Raya terhadap dugaan tindak pidana terkait penggelapan pupuk subsidi yang diduga dilakukan oleh CV Timoor Jaya selaku distributor PT Pupuk Indonesia (Persero) untuk kelompok tani di wilayah Kab Murung Raya.<br>Legal Consultant Services in order to fulfill the summons from the Central Kalimantan Regional Police of the Republic of Indonesia, Murung Raya Resort for alleged criminal acts related to embezzlement of subsidized fertilizers allegedly carried out by CV Timoor Jaya as a distributor of PT Pupuk Indonesia (Persero) for farmer groups in the Murung Raya Regency. |
| <b>Nama</b><br>Name                            | Zoelva & Partners                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Alamat</b><br>Address                       | Gandaria 8, Lantai 23 Unit B<br>Jl. Sultan Iskandar Muda, Kebayoran Lama, Jakarta Selatan, 12240<br>Telp. +62 21 - 29303595<br>Gandaria 8, 23 <sup>th</sup> Floor Unit B, Jl. Sultan Iskandar Muda, Kebayoran Lama, South Jakarta, 12240<br>Phone +62 21 - 29303595                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Jasa yang Diberikan</b><br>Service Provided | Jasa Konsultan Hukum Penanganan Permasalahan Ruang Terbuka Hijau PT Pupuk Kalimantan Timur dalam Perda Kota Bontang No. 13 Tahun 2019 tentang Rencana Tata Ruang Wilayah Kota Bontang Tahun 2019-2039<br>Legal Consultant Services for Handling Green Open Space Issues of PT Pupuk Kalimantan Timur in Bontang City Regional Regulation No. 13 of 2019 concerning Bontang City Spatial Plan for 2019-2039                                                                                                                                                                                                                                                                                                                             |
| <b>Nama</b><br>Name                            | Michael Purba & Partners                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Alamat</b><br>Address                       | Gedung Gondangdia Lama 25, Lt. 5<br>Jl. RP. Soeroso No. 25, Cikini, Kec. Menteng, Kota Jakarta Pusat, 10330<br>Telp. +62 21 - 31937847<br>Old Gondangdia Building 25, 5 <sup>th</sup> Floor, Jl. RP. Soeroso No. 25, Cikini, Menteng District, Centra Jakarta City, 10330<br>Phone +62 21 - 31937847                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Jasa yang Diberikan</b><br>Service Provided | Jasa Konsultan Hukum dalam rangka memenuhi surat panggilan dari Kejaksaan Negeri Jeneponto, Sulawesi Selatan terhadap dugaan penyalahgunaan pupuk subsidi yang menyebabkan kelangkaan pupuk bersubsidi di Kabupaten Jeneponto Tahun 2021<br>Legal Consultant Services in order to fulfill the summons from the Jeneponto District Attorney's Office, South Sulawesi, for the alleged misuse of subsidized fertilizers, which caused the scarcity of subsidized fertilizers in Jeneponto Regency in 2021.                                                                                                                                                                                                                               |





# Informasi pada Situs Web Perusahaan

## Information at Company's Website

Untuk menerapkan prinsip keterbukaan dalam pengelolaan Perusahaan, Pupuk Kaltim telah mengimplementasikan peraturan-peraturan yang ada. Meskipun bukan perusahaan terbuka, Pupuk Kaltim berupaya menerapkan peraturan untuk perusahaan terbuka dalam rangka mendorong akuntabilitas dan transparansi dalam pengelolaan Perusahaan; salah satunya adalah adopsi terkait keterbukaan dalam Peraturan Otoritas Jasa Keuangan (OJK) No. 8/POJK.04/2015 tentang Situs Web Emiten atau Perusahaan Publik.

Pupuk Kaltim telah memiliki situs web korporasi dengan alamat [www.pupukkaltim.com](http://www.pupukkaltim.com) sejak tahun 2003 dan selalu berupaya menyempurnakan situs web korporasi secara berkala agar semakin informatif dan mudah diakses. Situs web ini memiliki 2 (dua) versi bahasa, yaitu Bahasa Indonesia dan Bahasa Inggris.

Situs web Pupuk Kaltim secara garis besar berisi informasi yang terdiri dari:

1. Profil Perusahaan:  
Tentang Perusahaan, Struktur Perusahaan, Profil Dewan Komisaris, Profil Direksi dan Sekretaris Perusahaan, Sertifikat dan Penghargaan, Identitas Perusahaan, dan Greenport.
2. GCG:  
Tata Kelola Perusahaan, Sistem Manajemen, Pedoman Kerja Direksi dan Dewan Komisaris, Komite Perusahaan, Sistem Pelaporan Pelanggaran, Kebijakan Manajemen Risiko, dan Satuan Audit Internal.
3. Keterbukaan Informasi:  
Laporan-laporan, Anggaran Dasar, Akuntan Publik, Informasi Lainnya.
4. Keberlanjutan:  
Tanggung Jawab Sosial dan Lingkungan, Pendanaan dan Pembinaan UMK, Program Pemberdayaan Masyarakat, PKT Peduli Pendidikan, PKT Beasiswa, ESG, Keanekaragaman Hayati.
5. Hubungan Investor:  
Laporan Keberlanjutan, Laporan Tahunan, Laporan Keuangan.
6. Informasi Lainnya:  
Produk, Ketenagakerjaan, Berita, e-Magazine, Wilayah Operasional, Distribusi, Galeri dan FAQ.

Situs web Pupuk Kaltim juga memuat informasi penting lainnya untuk mendukung transparansi di setiap aktivitas Perusahaan, diantaranya Whistleblowing System, e-Procurement, Pengaduan Pemasaran, Laporan Pelanggan Pupuk Indonesia, Pendaftaran Customer,

To implement the principle of transparency in the management of the Company, Pupuk Kaltim implemented the existing regulations. Although it is not a public company, Pupuk Kaltim strives to implement regulations for public companies to encourage accountability and transparency in the management of the Company; one of which is the adoption related to disclosure in the Financial Services Authority (OJK) Regulation No. 8/POJK.04/2015 concerning Websites of Issuers or Public Companies.

Pupuk Kaltim has had a corporate website at [www.pupukkaltim.com](http://www.pupukkaltim.com) since 2003 and always strives to improve the corporate website periodically to make it more informative and accessible. This website has 2 (two) language versions, namely Bahasa Indonesia and English.

The Pupuk Kaltim website generally contains information consisting of:

1. Company Profile:  
About the Company, Company Structure, Profile of the Board of Commissioners, Profile of the Board of Directors, and Corporate Secretary, Certificates and Awards, Company Identity, and Greenport.
2. GCG:  
Corporate Governance, Management System, Work Guidelines for Directors and Board of Commissioners, Company Committees, Violation Reporting System, Risk Management Policy, and Internal Audit Unit.
3. Information Disclosure:  
Reports, Articles of Association, Public Accountant, and Other Information.
4. Sustainability:  
Social and Environmental Responsibility, Funding and Development of MSEs, Community Empowerment Program, PKT Cares for Education, PKT Scholarships, ESG, and Biodiversity.
5. Investor Relations:  
Sustainability Report, Annual Report, and Financial Statements.
6. Other Information:  
Products, Employment, News, e-Magazine, Operational Areas, Distribution, Gallery, and FAQ.

The Pupuk Kaltim website also contains other important information to support transparency in every Company activity, including the Whistleblowing System, e-Procurement, Marketing Complaints, Customer Reports of Pupuk Indonesia, Customer Registration, Internship



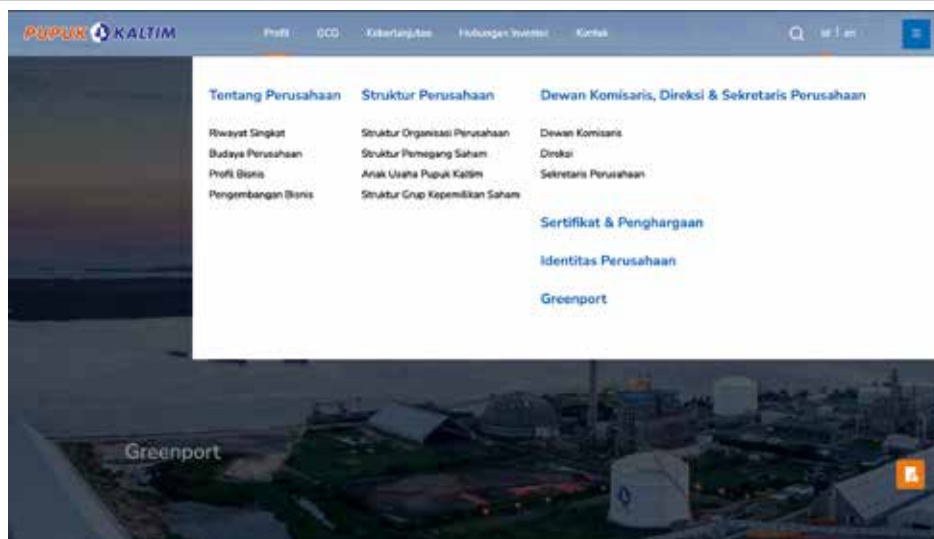
Program Internship, Portal GRC, e-Announcement LHKPN, serta penyediaan akses untuk mempermudah mendapatkan informasi seperti tautan menuju situs web PT Pupuk Indonesia (Persero) sebagai entitas induk Perusahaan, Kementerian BUMN, dan media sosial Pupuk Kaltim.

Program, GRC Portal, e-Announcement of SOWR, and providing access to facilitate obtaining information such as links to the website of PT Pupuk Indonesia (Persero) as the parent company, Ministry of SOEs, and Pupuk Kaltim social media.

### Daftar Informasi pada Situs Web Pupuk Kaltim

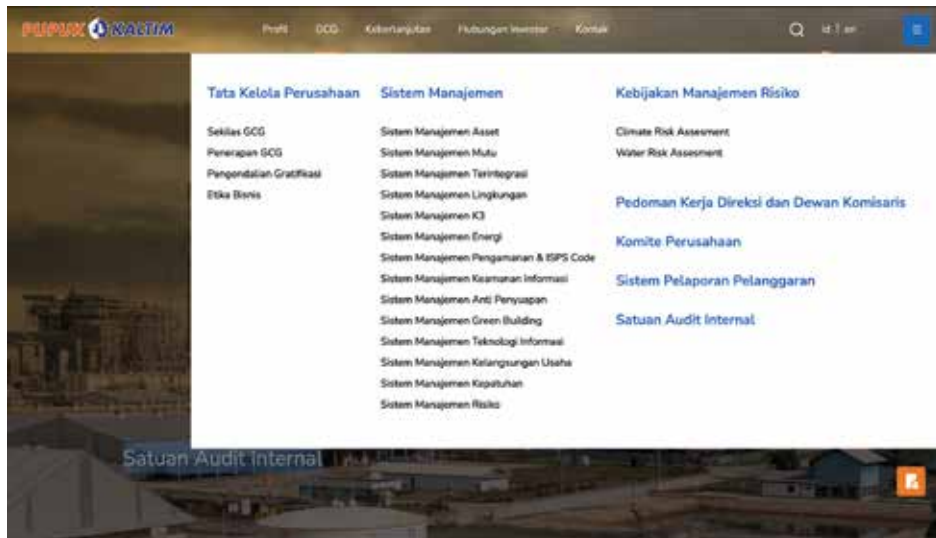
List of Information on Pupuk Kaltim's Website

| Informasi<br>Information                                                                                                                         | Tautan<br>Link                                                                                                                                          |
|--------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| Profil Perusahaan<br>Company Profile                                                                                                             |                                                                                                                                                         |
| Tentang Perusahaan<br>About Company                                                                                                              | <a href="https://pupukkaltim.com/id/tentang-perusahaan">https://pupukkaltim.com/id/tentang-perusahaan</a>                                               |
| Struktur Perusahaan<br>Company Structure                                                                                                         | <a href="https://pupukkaltim.com/id/struktur-perusahaan">https://pupukkaltim.com/id/struktur-perusahaan</a>                                             |
| Profil Dewan Komisaris, Direksi, dan Sekretaris Perusahaan<br>Profile of the Board of Commissioners, Board of Directors, and Corporate Secretary | <a href="https://pupukkaltim.com/id/pedoman-kerja-direksi-dan-dewan-komisaris">https://pupukkaltim.com/id/pedoman-kerja-direksi-dan-dewan-komisaris</a> |
| Sertifikat dan Penghargaan<br>Certificates and Awards                                                                                            | <a href="https://pupukkaltim.com/id/sertifikat-penghargaan">https://pupukkaltim.com/id/sertifikat-penghargaan</a>                                       |
| Identitas Perusahaan<br>Company Identity                                                                                                         | <a href="https://pupukkaltim.com/id/identitas-perusahaan">https://pupukkaltim.com/id/identitas-perusahaan</a>                                           |
| Greenport                                                                                                                                        | <a href="https://pupukkaltim.com/id/greenport">https://pupukkaltim.com/id/greenport</a>                                                                 |





| Informasi<br>Information                                                                           | Tautan<br>Link                                                                                                                                          |
|----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| GCG                                                                                                |                                                                                                                                                         |
| Tata Kelola Perusahaan<br>Corporate Governance                                                     | <a href="https://pupukkaltim.com/id/tata-kelola-perusahaan">https://pupukkaltim.com/id/tata-kelola-perusahaan</a>                                       |
| Sistem Manajemen<br>Management System                                                              | <a href="https://pupukkaltim.com/id/sistem-manajemen">https://pupukkaltim.com/id/sistem-manajemen</a>                                                   |
| Pedoman Kerja Direksi dan Dewan Komisaris<br>Board of Directors and Board of Commissioners Charter | <a href="https://pupukkaltim.com/id/pedoman-kerja-direksi-dan-dewan-komisaris">https://pupukkaltim.com/id/pedoman-kerja-direksi-dan-dewan-komisaris</a> |
| Komite Perusahaan<br>Company Committees                                                            | <a href="https://pupukkaltim.com/id/komite-perusahaan">https://pupukkaltim.com/id/komite-perusahaan</a>                                                 |
| Sistem Pelaporan Pelanggaran<br>Whistleblowing System                                              | <a href="https://pupukkaltim.com/id/sistem-pelaporan-pelanggaran">https://pupukkaltim.com/id/sistem-pelaporan-pelanggaran</a>                           |
| Kebijakan Manajemen Risiko<br>Risk Management Policy                                               | <a href="https://pupukkaltim.com/id/kebijakan-manajemen-risiko">https://pupukkaltim.com/id/kebijakan-manajemen-risiko</a>                               |
| Satuan Audit Internal<br>Internal Audit Unit                                                       | <a href="https://pupukkaltim.com/id/sai">https://pupukkaltim.com/id/sai</a>                                                                             |



|                                                 |                                                                                                                                         |
|-------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| Keterbukaan Informasi<br>Information Disclosure |                                                                                                                                         |
| Laporan-laporan<br>Reports                      | <a href="https://www.pupukkaltim.com/laporan/">https://www.pupukkaltim.com/laporan/</a>                                                 |
| Anggaran Dasar<br>Articles of Association       | <a href="https://www.pupukkaltim.com/dokumen-anggaran-dasar/">https://www.pupukkaltim.com/dokumen-anggaran-dasar/</a>                   |
| Akuntan Publik<br>Public Accountant             | <a href="https://www.pupukkaltim.com/akuntan-publik-pemeringkat-efek/">https://www.pupukkaltim.com/akuntan-publik-pemeringkat-efek/</a> |
| Informasi Lainnya<br>Other Information          | <a href="https://www.pupukkaltim.com/informasi-lainnya/">https://www.pupukkaltim.com/informasi-lainnya/</a>                             |





| Informasi<br>Information                                                        | Tautan<br>Link                                                                                                                      |
|---------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| Keberlanjutan<br>Sustainability                                                 |                                                                                                                                     |
| Tanggung Jawab Sosial dan Lingkungan<br>Social and Environmental Responsibility | <a href="https://pupukkaltim.com/id/tjsl">https://pupukkaltim.com/id/tjsl</a>                                                       |
| Pendanaan dan Pembinaan UMK<br>Funding and Coaching MSEs                        | <a href="https://pupukkaltim.com/id/program-hibah">https://pupukkaltim.com/id/program-hibah</a>                                     |
| Program Pemberdayaan Masyarakat<br>Community Empowerment Program                | <a href="https://pupukkaltim.com/id/program-pemberdayaan-masyarakat">https://pupukkaltim.com/id/program-pemberdayaan-masyarakat</a> |
| PKT Peduli Pendidikan<br>PKT Cares for Education                                | <a href="https://pupukkaltim.com/id/pkt-peduli-pendidikan">https://pupukkaltim.com/id/pkt-peduli-pendidikan</a>                     |
| PKT Beasiswa<br>PKT Scholarship                                                 | <a href="https://pupukkaltim.com/id/pkt-beasiswa">https://pupukkaltim.com/id/pkt-beasiswa</a>                                       |
| ESG                                                                             | <a href="https://pupukkaltim.com/id/esg-strategy">https://pupukkaltim.com/id/esg-strategy</a>                                       |
| Keanekaragaman Hayati<br>Biodiversity                                           | <a href="https://pupukkaltim.com/id/keanekaragaman-hayati">https://pupukkaltim.com/id/keanekaragaman-hayati</a>                     |



|                                                |                                                                                                                                                 |
|------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| Hubungan Investor<br>Investor Relations        |                                                                                                                                                 |
| Laporan Keberlanjutan<br>Sustainability Report | <a href="https://pupukkaltim.com/id/laporan-laporan#laporan-keberlanjutan">https://pupukkaltim.com/id/laporan-laporan#laporan-keberlanjutan</a> |
| Laporan Tahunan<br>Annual Report               | <a href="https://pupukkaltim.com/id/laporan-laporan#laporan-tahunan">https://pupukkaltim.com/id/laporan-laporan#laporan-tahunan</a>             |
| Laporan Keuangan<br>Financial Statements       | <a href="https://pupukkaltim.com/id/laporan-laporan#laporan-keuangan">https://pupukkaltim.com/id/laporan-laporan#laporan-keuangan</a>           |





| Informasi<br>Information                | Tautan<br>Link                                                                                                    |
|-----------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| Informasi Lainnya<br>Other Information  |                                                                                                                   |
| Produk Urea<br>Urea Products            | <a href="https://www.pupukkaltim.com/urea/#deskripsi">https://www.pupukkaltim.com/urea/#deskripsi</a>             |
| Produk Amoniak<br>Ammonia Products      | <a href="https://pupukkaltim.com/id/amoniak#deskripsi">https://pupukkaltim.com/id/amoniak#deskripsi</a>           |
| Produk NPK<br>NPK Products              | <a href="https://pupukkaltim.com/id/npk#deskripsi">https://pupukkaltim.com/id/npk#deskripsi</a>                   |
| Produk Hayati<br>Biological Products    | <a href="https://pupukkaltim.com/id/pupuk-hayati#deskripsi">https://pupukkaltim.com/id/pupuk-hayati#deskripsi</a> |
| Ketenagakerjaan<br>Employment           | <a href="https://pupukkaltim.com/id/ketenagakerjaan">https://pupukkaltim.com/id/ketenagakerjaan</a>               |
| Berita<br>News                          | <a href="https://pupukkaltim.com/id/berita">https://pupukkaltim.com/id/berita</a>                                 |
| e-Magazine                              | <a href="https://pupukkaltim.com/id/e-magazine">https://pupukkaltim.com/id/e-magazine</a>                         |
| Wilayah Operasional<br>Operational Area | <a href="https://pupukkaltim.com/id/wilayah-operasional">https://pupukkaltim.com/id/wilayah-operasional</a>       |
| Distribusi<br>Distribution              | <a href="https://pupukkaltim.com/id/distribusi">https://pupukkaltim.com/id/distribusi</a>                         |
| Galeri<br>Gallery                       | <a href="https://pupukkaltim.com/id/gallery">https://pupukkaltim.com/id/gallery</a>                               |
| FAQ                                     | <a href="https://pupukkaltim.com/id/faq">https://pupukkaltim.com/id/faq</a>                                       |

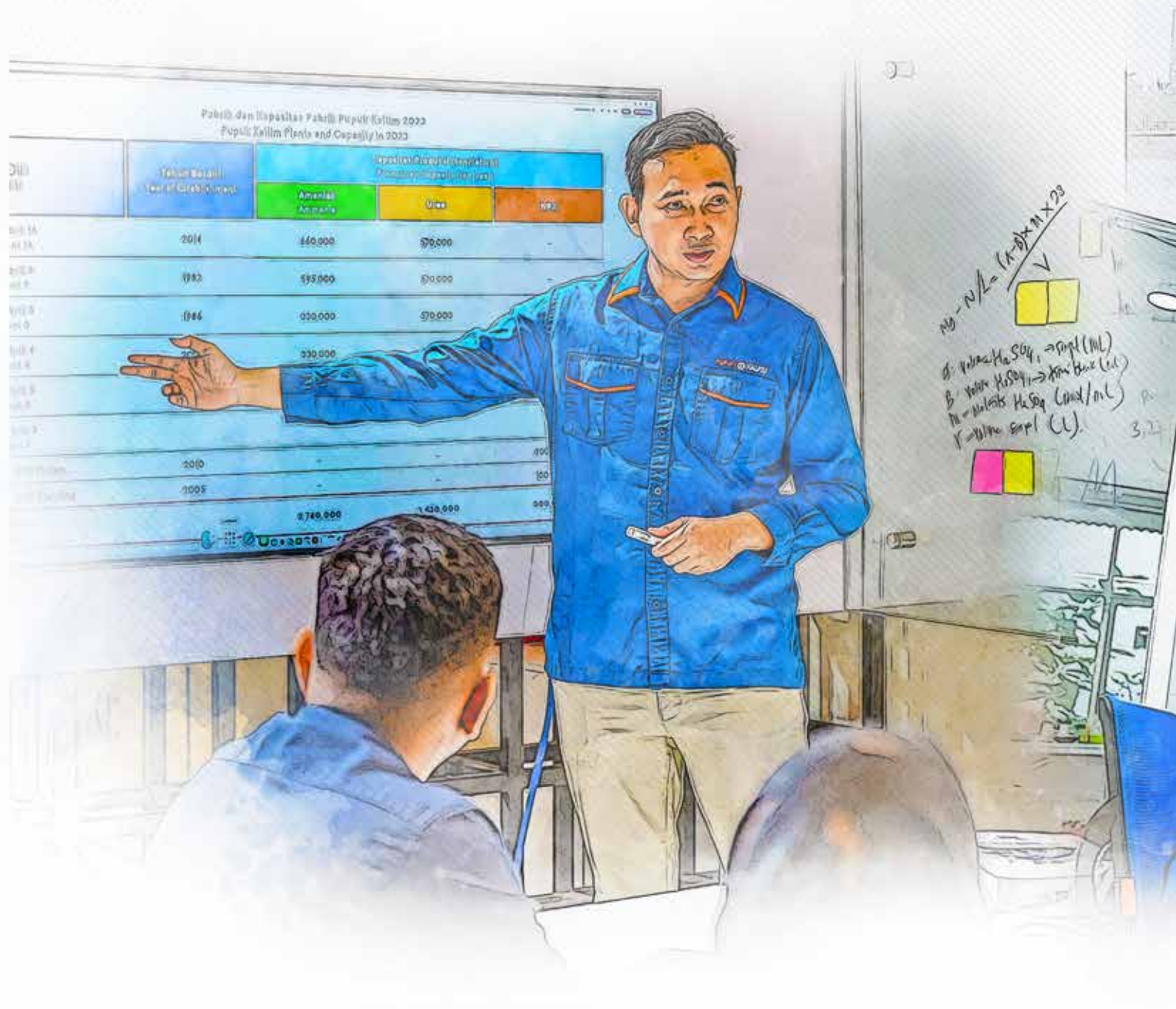


# Analisis dan Pembahasan Manajemen

## Management Discussion and Analysis

Di tengah tekanan yang ada, Pupuk Kaltim terbukti mampu mempertahankan kinerja positifnya. Transformasi digital dan pengembangan teknologi mampu mendukung efisiensi produksi dan penetrasi pasar, sekaligus memperkuat kontribusi Pupuk Kaltim terhadap visi ketahanan pangan nasional.

In the midst of existing pressures, Pupuk Kaltim has proven to be able to maintain its positive performance. Digital transformation and technology development are able to support production efficiency and market penetration, while strengthening Pupuk Kaltim's contribution to the vision of national food security.









# Perekonomian Global dan Nasional serta Perkembangan Industri Pupuk Tahun 2024

Global and National Economy as well as the Development of the Fertilizer Industry in 2024

## KONDISI PEREKONOMIAN GLOBAL

Perekonomian global tengah mengalami perubahan di tengah tingginya tingkat ketidakpastian. Di awal tahun 2024 tensi geopolitik tetap tinggi dengan berlanjutnya konflik Rusia-Ukraina dan Israel-Palestina. Di penghujung tahun 2024 menunjukkan sinyal optimisme terkait kemungkinan *soft landing* di Amerika Serikat (AS), tapi ketidakpastian yang tinggi tetap memicu risiko dan memperburuk kerentanan rantai pasok. Selain itu, adanya peningkatan proteksionisme yang dilakukan AS dengan kemungkinan menerapkan tarif impor tinggi kepada negara-negara yang mengalami surplus perdagangan besar dengan AS dalam kebijakan internasionalnya, hal ini diprediksi dapat menyebabkan melambatnya pertumbuhan ekonomi dunia dengan risiko fragmentasi perdagangan dan investasi yang semakin meningkat.

Ketidakstabilan geopolitik yang meningkat secara global telah memberikan dampak signifikan terhadap ekonomi dan pasar keuangan. Secara keseluruhan, berdasarkan data World Economic Outlook (WEO) per Januari 2025 yang dirilis oleh International Monetary Fund (IMF), kondisi ekonomi global masih mengalami sedikit perlambatan, dibuktikan dengan proyeksi pertumbuhan ekonomi global 2024 mencapai 3,2% atau menurun 0,1% dibandingkan capaian di 2023 sebesar 3,3%.

Perbedaan laju pertumbuhan antarnegara terus berlanjut, seiring dengan meningkatnya fragmentasi dalam ekonomi dan perdagangan global. Pertumbuhan ekonomi AS menunjukkan pertumbuhan yang solid yaitu sebesar 2,8% didorong oleh pengeluaran konsumen yang sehat dan tren inflasi yang merendah, walaupun terjadi sedikit perlambatan dibandingkan dengan tahun 2023. Sedangkan Tiongkok, mencapai target 4,8% lebih rendah dibandingkan dengan tahun 2023 dikarenakan konsumsi domestik melambat akibat masih lemahnya permintaan domestik dan kemungkinan dampak pengenaan tarif dagang yang tinggi oleh AS. Selain itu, pertumbuhan ekonomi Jepang mengalami kontraksi akibat gangguan pasokan sementara dan India mengalami perlambatan lebih besar dari perkiraan, terutama akibat penurunan tajam dalam aktivitas industri, serta Kawasan ASEAN yang relatif stabil karena peningkatan konsumsi domestik, investasi, dan perdagangan.

## GLOBAL ECONOMIC CONDITIONS

The global economy is experiencing rapid changes amidst a high level of uncertainties. At the beginning of 2024, geopolitical tensions remain high with the ongoing Russia-Ukraine and Israel-Palestine conflicts. Signs of optimism were indicated at the end of 2024 regarding the possibility of a soft landing in the United States (US), however high uncertainty continues to trigger risks and deteriorated the vulnerabilities of supply chain. Furthermore, the US also increased protectionism with the possibility of imposing high import tariffs on countries with large trade surpluses with the US in its international policies. This is predicted to lead to a slowdown in global economic growth with the risk of increasing trade and investment fragmentation.

The increasing global geopolitical instability has had a significant impact on the economy and financial markets. Overall, based on World Economic Outlook (WEO) data as of January 2025 that was released by International Monetary Fund (IMF), global economic condition is still experiencing a slight slowdown, as evidenced by the projection of 3.2% in global economic growth in 2024, or a decrease of 0.1% compared to the achievement of 3.3% in 2023.

The difference of growth rates between countries continues, in line with the increase in global economic and trade fragmentation. The US economy is showing solid growth of 2.8% driven by healthy consumer spending and a low inflation trend, despite a slight slowdown compared to 2023. Meanwhile, China achieved a target of 4.8% lower compared to 2023 due to slowing domestic consumption due to weak domestic demand and the possible impact of high trade tariffs imposed by the US. Furthermore, Japan's economic growth contracted due to temporary supply disruptions, while India experienced a slowdown that was larger than it expected, primarily due to a sharp decline in industrial activity, while the ASEAN region remained relatively stable due to increased domestic consumption, investment, and trade.



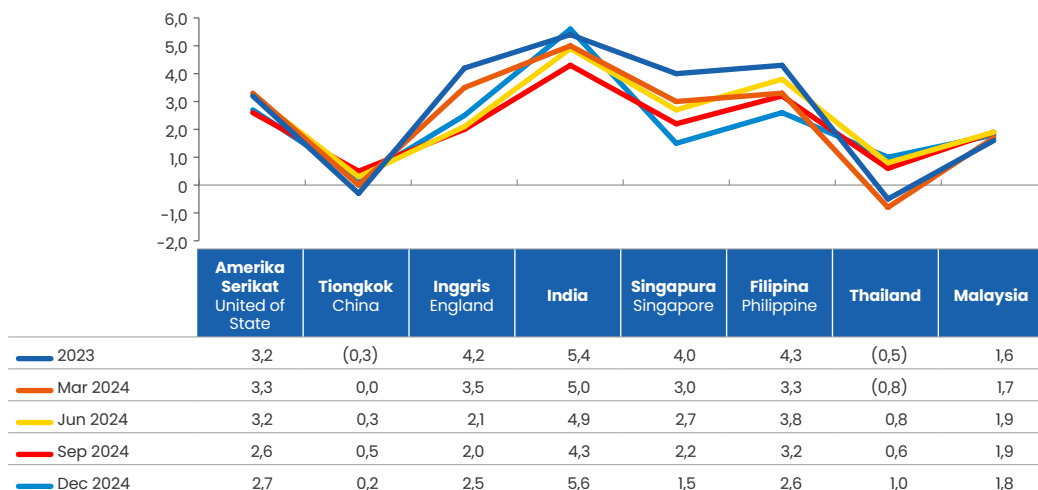


Kondisi pertumbuhan ekonomi yang bervariasi antarnegara turut berdampak pada dinamika inflasi global. Menurut IMF, tingkat Inflasi global menunjukkan tren penurunan yang signifikan, namun tetap berada di level tinggi, yaitu sekitar 5,2% turun dari 6,2% dari tahun sebelumnya. Di sisi lain, Tiongkok masih mengalami deflasi karena permintaan domestik yang lemah, inflasi Inggris juga menurun sejalan dengan prediksi Bank of England (BoE) akibat pelemahan harga akomodasi, rekreasi, dan komunikasi. Negara kawasan Asia, seperti India mengalami penurunan tingkat inflasi disebabkan oleh melambatnya kenaikan harga pada sektor makanan dan perumahan, serta negara ASEAN mengalami penurunan inflasi yang signifikan, mencerminkan efektivitas kebijakan moneter dan fiskal oleh masing-masing negara. Meskipun demikian, beberapa risiko tetap perlu diwaspadai, seperti konflik antara Israel-Palestina dan invasi Rusia-Ukraina berpotensi mengganggu rantai pasok global yang berdampak pada laju inflasi.

The varying economic growth conditions between countries also have impacted on the dynamics of global inflation. According to the IMF, the global inflation rate shows a significant downward trend, but remains at a high level, which is around 5.2%, decreasing by 6.2% compared to the previous year. On the other hand, China is still experiencing deflation due to weak domestic demand, UK inflation has also declined in line with the Bank of England (BoE) prediction due to weakening accommodation, recreation and communication prices. Asian countries, such as India, experienced a decrease in inflation due to slowing price increases in the food and housing sectors, and ASEAN countries experienced a significant decrease in inflation, reflecting the effectiveness of monetary and fiscal policies by each country. However, several risks still need to be observed, such as the conflict between Israel and Palestine and the Russian Ukrainian invasion, which have the potential to disrupt the global supply chain, which will impact the inflation rate.

### Laju Inflasi Antarnegara

Inflation Rates Across Countries



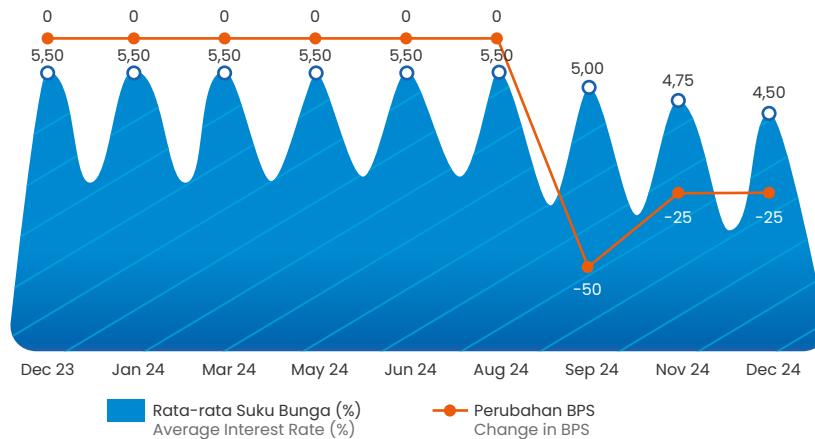
Sumber: Bank Indonesia, Diolah kembali  
Source: Bank Indonesia, Reprocessed

Dengan berlanjutnya arah penurunan inflasi, bank-bank sentral mulai menurunkan suku bunga kebijakan moneter mereka, termasuk Federal Reserve atau The Fed sebagai Bank Sentral AS. The Fed memutuskan untuk menurunkan *Federal Funds Rate* (FFR) sebesar 25 basis poin menjadi 4,25%-4,50% pada pertemuan Federal Open Market Committee (FOMC). Pelonggaran kebijakan moneter ini membawa perkembangan positif pada pasar keuangan dunia.

With the continuing downward trend in inflation, central banks have begun to lower their monetary policy interest rates, including the Federal Reserve or The Fed as the US Central Bank. The Fed decided to lower the Federal Funds Rate (FFR) by 25 basis points to 4.25%-4.50% at the Federal Open Market Committee (FOMC) meeting. This monetary policy relaxation has brought positive developments to the global financial markets.

### Suku Bunga The Fed

The Fed's Interest Rate



Sumber: The Federal Reserve, diolah kembali  
Source: The Federal Reserve, reprocessed

### KONDISI PEREKONOMIAN NASIONAL

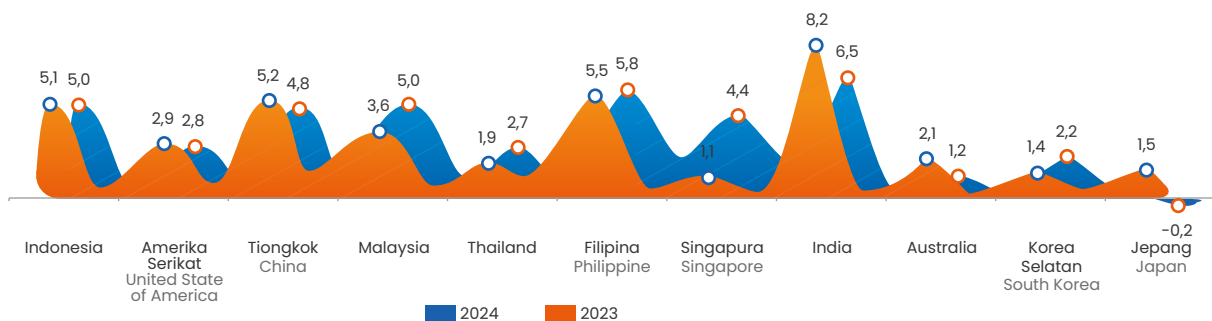
Di tengah tantangan global dan domestik, pertumbuhan ekonomi nasional 2024 menunjukkan pertumbuhan yang positif dibandingkan dengan Negara Mitra Dagang Utama Indonesia, hal ini didukung oleh inflasi yang tetap rendah dan terkendali, konsumsi rumah tangga, investasi, dan kinerja ekspor yang relatif baik. Berdasarkan data WEO per Januari 2025 yang dirilis oleh IMF memproyeksikan pertumbuhan ekonomi Indonesia pada kisaran 5,03% (YoY) pada tahun 2024 relatif stabil dibandingkan realisasi tahun sebelumnya sebesar 5,05% (YoY).

### NATIONAL ECONOMIC CONDITIONS

Amidst global and domestic challenges, national economic growth in 2024 indicated positive growth compared to Indonesia's Main Trading Partner Countries, this is supported by low and controlled inflation, household consumption, investment, and relatively good export performance. Based on WEO data as of January 2025 that was released by the IMF, Indonesia's economic growth is projected to be at approximately 5.03% (YoY), relatively stable compared to the realization in the previous year, which stood at 5.05% (YoY).

### Kondisi Ekonomi Indonesia dan Antarnegara berdasarkan Gross Domestic Product (%)

Economic Conditions in Indonesia and Other Countries Based on Gross Domestic Product (%)



Pertumbuhan ekonomi ini didorong oleh beberapa faktor. Dari sisi lapangan usaha seluruh sektor tumbuh positif. Sektor Jasa Lainnya memiliki pertumbuhan tertinggi di tahun 2024 sebesar 9,9% yang ditopang oleh aktivitas hiburan dan rekreasi, walaupun melambat dibandingkan dengan tahun sebelumnya, sektor transportasi dan pergudangan didorong oleh peningkatan jumlah penumpang dan pengiriman barang pada seluruh moda angkutan. Sektor industri pengolahan didorong oleh subsektor industri logam dasar dan barang elektronik. Pertumbuhan sektor akomodasi dan makan

This economic growth was driven by several factors. In terms of business, all sectors grew positively. Other service sectors had the highest growth in 2024 with 9.9%, supported by entertainment and recreation activities, despite a slowdown compared to the previous year, the transportation and warehousing sector was driven by an increase in the number of passengers and shipping of goods on all modes of transportation. The manufacturing industry sector was driven by the basic metal and electronics industry sub-sectors. The growth of the accommodation and food and beverage sectors



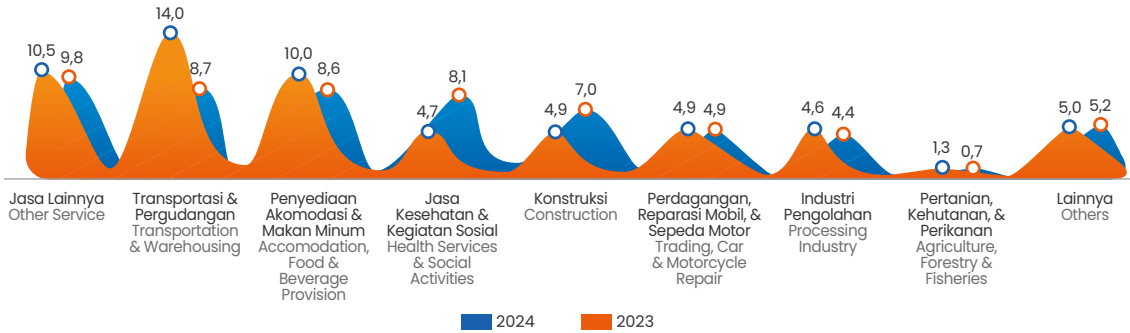


minum didorong oleh acara nasional dan internasional, sektor pertanian karena peningkatan perikanan walaupun melambat, sektor pertambangan, serta sektor konstruksi yang sejalan dengan pembangunan Ibu Kota Nusantara (IKN).

were driven by national and international events, the agricultural sector due to an increase in fisheries although slowing down, the mining sector, and the construction sector, which is in line with the development of Ibu Kota Nusantara (IKN).

### Pertumbuhan PDB berdasarkan Produksi (%)

GDP Growth by Production (%)

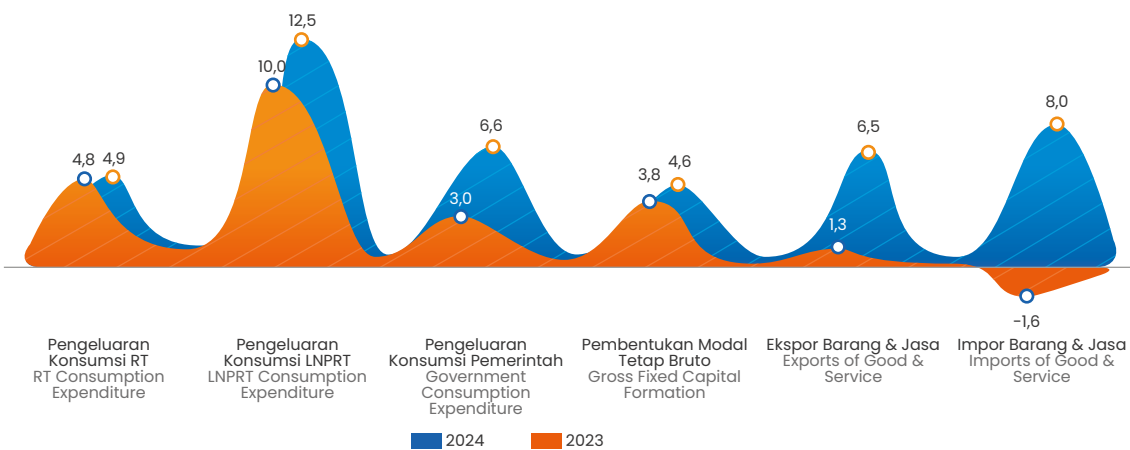


Pertumbuhan ekonomi dari sisi pengeluaran, pertumbuhan tertinggi terjadi pada Lembaga Non Profit Rumah Tangga (PK-LNPRT) sebesar 12,48%, diikuti komponen PK-P, komponen ekspor barang dan jasa, komponen PK-RT, PMTB, sementara komponen impor barang dan jasa menjadi faktor pengurang pada Produk Domestik Bruto (PDB).

Economic growth from the expenditure side, the highest growth occurred in PK-LNPRT at 12.48%, followed by the PK-P component, the export of goods and services component, the PK-RT component, PMTB, while the import of goods and services component was a subtractor factor in GDP.

### Pertumbuhan PDB berdasarkan Pengeluaran (%)

GDP Growth by Expenditure (%)



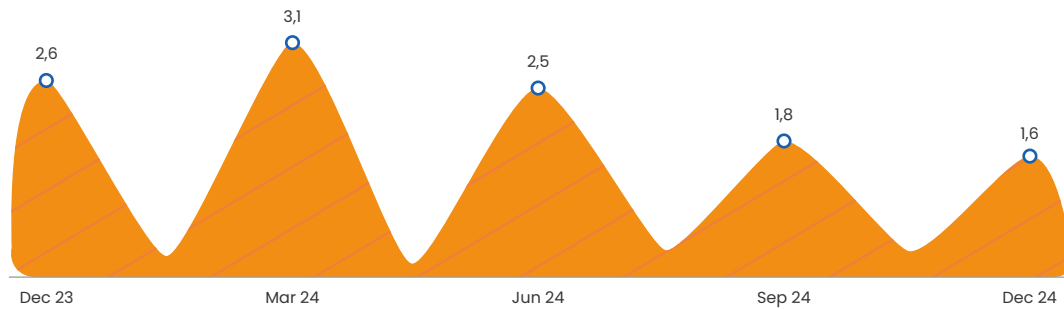
Ketangguhan stabilitas perekonomian nasional tentu tidak lepas dari terkendalinya inflasi nasional, inflasi tahunan pada akhir 2024 sebesar 1,57% lebih rendah dibandingkan dengan inflasi tahun 2023 yang tercatat 2,61%. Hal ini merupakan hasil dari konsistensi kebijakan moneter, kebijakan fiskal serta sinergi pengendalian inflasi, baik di tingkat pusat maupun daerah.

The resilience of national economic stability was inseparable from controlled national inflation, annual inflation at the end of 2024 stood at 1.57%, lower compared to the inflation in 2023, which was posted at 2.61%. This is the result of consistent monetary policy, fiscal policy, and synergy in controlling inflation, both at the central and regional levels.



### Laju Inflasi Indonesia (%)

Indonesia Infaltion Rate (%)



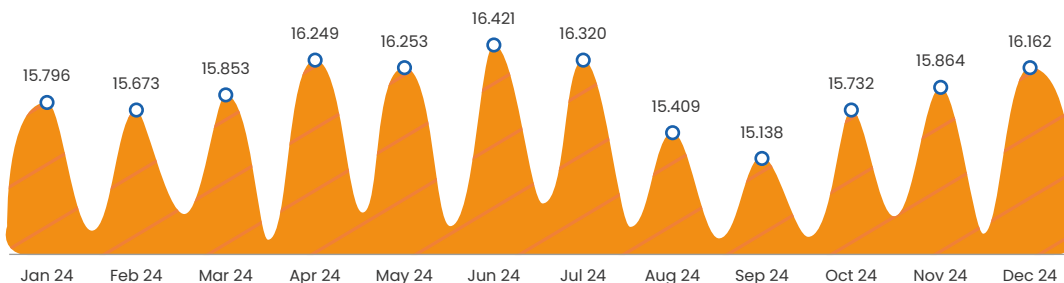
Sumber: Bank Indonesia, Diolah Kembali  
Source: Bank Indonesia, Reprocessed

Dari sisi nilai tukar, kurs Rupiah terhadap Dolar AS pada tahun 2024 mengalami pelemahan, pada Januari 2024 dari Rp15.796 per USD menjadi Rp16.162 per USD. Merujuk pada penjelasan Bank Indonesia, kurs Rupiah melemah dikarenakan menguatnya mata uang Dolar AS, serta sentimen positif investor global yang memindahkan alokasi portofolio kembali ke AS pasca hasil pemilihan umum di AS.

In terms of exchange rates, the rupiah exchange rate against the US dollar in 2024 weakened, in January 2024 from Rp15,796/USD to Rp16,162/USD. Referring to Bank Indonesia's explanation, the weakening of the Rupiah exchange rate was due to the strengthening of the United States (US) dollar, as well as positive sentiment from global investors moving their portfolio allocations back to the US following the results of the general election in the US.

### Kurs Rupiah terhadap USD

Rupiah to USD exchange rate



Sumber: Bank Indonesia, Diolah Kembali  
Source: Bank Indonesia, Reprocessed

### KONDISI PASAR PUPUK INTERNASIONAL

Berdasarkan informasi Fertecon, kondisi pasar Pupuk Internasional sepanjang tahun 2024 khususnya di Asia Tenggara mengalami penurunan harga dibandingkan dengan tahun 2023, harga rata-rata *Free On Board* (FOB) di tahun 2023 sebesar USD361, mengalami penurunan menjadi sebesar USD354 di tahun 2024, turun sekitar USD7. Penurunan harga dipengaruhi oleh kondisi perekonomian dan geopolitik yang belum stabil.

### INTERNATIONAL FERTILIZER MARKET CONDITIONS

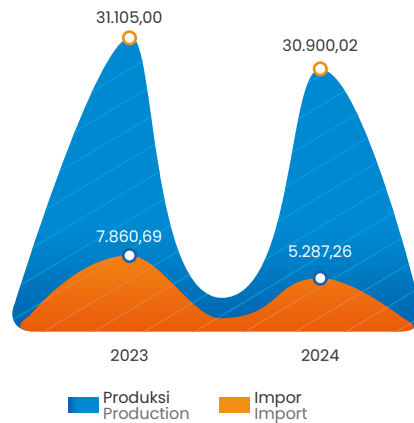
Based on Fertecon information, the International Fertilizer market conditions throughout 2024, particularly in Southeast Asia, experienced a price decline compared to 2023, the average *Free On Board* (FOB) price in 2023 amounted to USD361, decreasing to USD354 in 2024, a decrease of around USD7. The price decline was influenced by unstable economic and geopolitical conditions.





Di sisi penawaran, Tiongkok masih memberlakukan larangan ekspor karena pemerintah memprioritaskan kebutuhan domestik sehingga tidak menambah pasokan secara global sementara di sisi permintaan. India sebagai importir utama sepanjang Januari hingga September 2024 mengalami penurunan permintaan impor yang disebabkan oleh adanya peningkatan produksi dalam negeri.

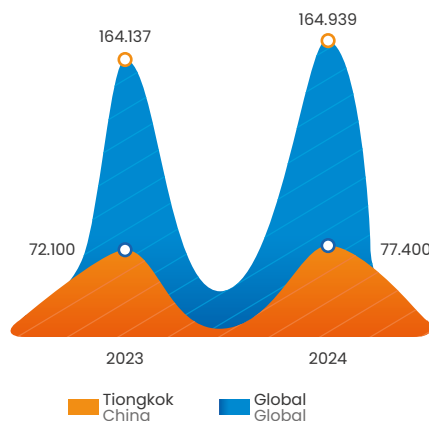
In terms of supply, China still imposes an export ban as the government is prioritizing domestic needs so as not to increase global supply. While on the demand side. India as the main importer throughout January to September 2024 experienced a decrease in import demand due to an increase in domestic production.



Sementara kondisi pasar Ammonia Internasional sepanjang tahun 2024 khususnya di Asia Tenggara juga mengalami penurunan harga yang cukup besar dibandingkan dengan tahun 2023. Berdasarkan harga rata-rata FOB Fertecon, di tahun 2023 harga sebesar USD447 mengalami penurunan menjadi sebesar USD364 di tahun 2024, turun sekitar USD83. Penurunan harga disebabkan karena pasokan secara global mengalami oversupply karena adanya penambahan kapasitas baru di Tiongkok sebesar 5,3 juta ton dari total penambahan kapasitas secara global sebesar 6,1 juta ton. Adanya kelebihan pasokan secara global mempengaruhi penurunan harga jual.

Meanwhile, the International Ammonia market conditions throughout 2024, especially in Southeast Asia, also experienced a significant price decline compared to 2023. Based on the average FOB Fertecon price, in 2023 the price of USD447 decreased to USD364 in 2024, a decrease of around USD83. The decline in price was due to global supply, which was experiencing oversupply due to the addition of new capacity in China of 5.3 million tons from a total global capacity increase of 6.1 million tons. The global oversupply affected the decline in selling prices.

### Peningkatan Kapasitas Produksi Global Increase in Global Production Capacity



Sumber: Outlook Ammonia, November 2024  
Source: Outlook Ammonia, November 2024



## KONDISI INDUSTRI PUPUK NASIONAL

Industri pupuk nasional didominasi *Public Service Obligation* (PSO) atau pupuk bersubsidi. Sesuai aturan yang berlaku, Pemerintah Indonesia menunjuk PT Pupuk Indonesia (Persero) untuk menyalurkan pupuk kepada petani dengan jumlah 4,7 juta ton pada awal tahun 2024. Pada bulan Juni terdapat peningkatan alokasi PSO menjadi 9,55 juta ton untuk memenuhi kebutuhan pupuk bersubsidi di Indonesia. Sedangkan, untuk penyerapan pupuk bersubsidi sesuai dengan penebusan. Alokasi pupuk bersubsidi ditujukan untuk memenuhi kecukupan kebutuhan pupuk sesuai dengan daerah tanggung jawab dan juga tepat sasaran yang memiliki e-Rencana Definitif Kebutuhan Kelompok (RDKK).

Pupuk subsidi hanya diperuntukkan bagi 9 (sembilan) komoditi strategis pertanian antara lain subsektor tanaman pangan dengan jenis tanaman padi, jagung, dan kedelai; subsektor hortikultura dengan jenis tanaman cabai, bawang merah, dan bawang putih; dan terakhir subsektor tanaman perkebunan dengan jenis tanaman tebu rakyat, kakao, dan kopi. Dengan adanya peruntukan pupuk subsidi di atas, maka pada sektor lainnya disediakan pupuk non PSO atau komersial, sehingga peluang kebutuhan pupuk non subsidi akan lebih besar pada komoditi perkebunan terutama sawit, kopi, dan juga komoditi hortikultura seperti buah-buahan, sayur, dan tanaman lainnya.

Pada sektor non subsidi, kebutuhan pupuk terpenuhi melalui hasil produksi pupuk urea dari Pupuk Indonesia Group dan pupuk majemuk yang diproduksi juga oleh pihak swasta selain Pupuk Indonesia Group. Adapun untuk sektor komersial dalam negeri terdiri dari sub sektor perkebunan, industri, dan ritel. Khusus untuk ritel, terdapat program “Makmur” yang bertujuan meningkatkan produktivitas pertanian dalam suatu wilayah, di mana perusahaan berperan membantu petani di lapangan dari awal penggarapan tanah hingga selesai panen, termasuk sebagai penyedia pupuk dan juga sebagai penyedia layanan pendampingan dengan melibatkan agronom yang direkrut khusus.

Dalam rangka memenuhi kebutuhan pupuk nasional, Pupuk Indonesia Group selaku penyedia pupuk nasional terbesar berhasil menjaga ketersediaan pupuk dengan mengoptimalkan kapasitas produksinya. Jumlah kapasitas pabrik urea Pupuk Indonesia Group tercatat sebesar 9,36 juta ton atau 228% dari kebutuhan urea sektor pangan yang sebesar 5,5 juta ton. Untuk pupuk NPK, kapasitas sebesar 3,5 juta ton atau 120% dari kebutuhan nasional, yaitu 3,2 juta ton. Sedangkan jumlah kapasitas produksi amoniak Pupuk Indonesia Group, mencapai 7,09 juta MT. Amoniak tersebut sebagian akan digunakan sebagai bahan baku pupuk, plastik, serta bahan kimia lainnya.

## CONDITIONS OF THE NATIONAL FERTILIZER INDUSTRY

The national fertilizer industry is dominated by Public Service Obligation (PSO) or subsidized fertilizer. In accordance with applicable regulations, the Indonesian Government appointed PT Pupuk Indonesia (Persero) to distribute fertilizer to farmers with a total of 4.7 million tons at the beginning of 2024. In June there was an increase in the PSO allocation to 9.55 million tons to meet the need for subsidized fertilizer in Indonesia. Meanwhile, for the absorption of subsidized fertilizer in accordance with the redemption, the allocation of subsidized fertilizer is to meet the adequacy of fertilizer needs in accordance with the area of responsibility and also accuracy which has e-Definitive Group Needs Plan (RDKK).

Subsidized fertilizers are only intended for 9 (nine) strategic agricultural commodities, including the food crop sub-sectors, consisting of rice, corn, and soybean; horticulture sub-sectors, consisting of chili, shallot, and garlic; and finally plantation sub-sectors, consisting of sugarcane, cocoa, and coffee. With the above allocation of subsidized fertilizers, non-PSO or commercial fertilizers will be provided in other sectors, which will subsequently increase the opportunity for non-subsidized fertilizer's needs for plantation commodities, especially palm oil, coffee, and also horticultural commodities, such as fruit, vegetables, and other plants.

In the non-subsidized sector, fertilizer needs are met through the production of urea fertilizer from Pupuk Indonesia Group and compound fertilizers that are also produced by private parties other than Pupuk Indonesia Group. As for the domestic commercial sector, consisting of the plantation, industry, and retail sub-sectors. Specifically for retail, the “Makmur” program is available, which aims to increase agricultural productivity in a region, in which the company has a role in assisting farmers in the field from the beginning of land cultivation to the end of the harvest, including as a fertilizer provider and also as a provider of assistance services by involving specially recruited agronomists.

In order to meet national fertilizer needs, Pupuk Indonesia Group as the largest national fertilizer provider has succeeded in maintaining fertilizer availability by optimizing its production capacity. The total capacity of Pupuk Indonesia Group's urea factory was recorded at 9.36 million tons or 228% of the food sector's urea requirement of 5.5 million tons. For NPK fertilizer, the capacity is 3.5 million tons or 120% of national needs of 3.2 million tons. Meanwhile, Pupuk Indonesia Group's total ammonia production capacity reached 7.09 million MT. Some of the ammonia will be used as raw material for fertilizer, plastic, and other chemicals.





## Produksi Pupuk Indonesia Group

Fertilizer Production of Pupuk Indonesia Group

| Jenis Produk dan Entitas<br>Product Type and Entity         | Lokasi<br>Location                                      | Kapasitas Produksi (ton)<br>Production Capacity (tons) |
|-------------------------------------------------------------|---------------------------------------------------------|--------------------------------------------------------|
| <b>Produk Pupuk<br/>Fertilizer Product</b>                  |                                                         |                                                        |
| <b>Urea</b>                                                 |                                                         |                                                        |
| PT Petrokimia Gresik                                        | Gresik, Jawa Timur<br>Gresik, East Java                 | 1.030.000                                              |
| PT Pupuk Kujang                                             | Cikampek, Jawa Barat<br>Cikampek, West Java             | 1.140.000                                              |
| PT Pupuk Kalimantan Timur                                   | Bontang, Kalimantan Timur<br>Bontang, East Kalimantan   | 3.430.000                                              |
| PT Pupuk Iskandar Muda                                      | Lhokseumawe, NAD                                        | 1.140.000                                              |
| PT Pupuk Sriwidjaja Palembang                               | Palembang, Sumatera Selatan<br>Palembang, South Sumatra | 2.617.500                                              |
| <b>Jumlah<br/>Total</b>                                     |                                                         | <b>9.357.500</b>                                       |
| <b>SP-36</b>                                                |                                                         |                                                        |
| PT Petrokimia Gresik                                        | Gresik, Jawa Timur<br>Gresik, East Java                 | 500.000                                                |
| <b>Jumlah<br/>Total</b>                                     |                                                         | <b>500.000</b>                                         |
| <b>ZA</b>                                                   |                                                         |                                                        |
| PT Petrokimia Gresik                                        | Gresik, Jawa Timur<br>Gresik, East Java                 | 750.000                                                |
| <b>Jumlah<br/>Total</b>                                     |                                                         | <b>750.000</b>                                         |
| <b>NPK</b>                                                  |                                                         |                                                        |
| PT Petrokimia Gresik                                        | Gresik, Jawa Timur<br>Gresik, East Java                 | 2.620.000                                              |
| PT Pupuk Kujang                                             | Cikampek, Jawa Barat<br>Cikampek, West Java             | 230.000                                                |
| PT Pupuk Kalimantan Timur                                   | Bontang, Kalimantan Timur<br>Bontang, East Kalimantan   | 300.000                                                |
| PT Pupuk Sriwidjaja Palembang                               | Palembang, Sumatera Selatan<br>Palembang, South Sumatra | 300.000                                                |
| PT Pupuk Iskandar Muda                                      | Lhokseumawe, NAD                                        | 500.000                                                |
| <b>Jumlah<br/>Total</b>                                     |                                                         | <b>3.950.000</b>                                       |
| <b>ZK</b>                                                   |                                                         |                                                        |
| PT Petrokimia Gresik                                        | Gresik, Jawa Timur<br>Gresik, East Java                 | 20.000                                                 |
| <b>Jumlah<br/>Total</b>                                     |                                                         | <b>20.000</b>                                          |
| <b>Jumlah Kapasitas Pupuk<br/>Total Fertilizer Capacity</b> |                                                         | <b>14.577.500</b>                                      |





| Jenis Produk dan Entitas<br>Product Type and Entity              | Lokasi<br>Location                                      | Kapasitas Produksi (ton)<br>Production Capacity (tons) |
|------------------------------------------------------------------|---------------------------------------------------------|--------------------------------------------------------|
| <b>Amoniak</b>                                                   |                                                         |                                                        |
| PT Petrokimia Gresik                                             | Gresik, Jawa Timur<br>Gresik, East Java                 | 1.105.000                                              |
| PT Pupuk Kalimantan Timur                                        | Bontang, Kalimantan Timur<br>Bontang, East Kalimantan   | 2.740.000                                              |
| PT Pupuk Kujang                                                  | Cikampek, Jawa Barat<br>Cikampek, West Java             | 660.000                                                |
| PT Pupuk Iskandar Muda                                           | Lhokseumawe, NAD                                        | 759.000                                                |
| PT Pupuk Sriwidjaja Palembang                                    | Palembang, Sumatera Selatan<br>Palembang, South Sumatra | 1.831.000                                              |
| <b>Jumlah Kapasitas Amoniak</b><br><b>Total Ammonia Capacity</b> |                                                         | <b>7.095.000</b>                                       |





# Strategi Produksi

## Production Strategy

### GAMBARAN UMUM PRODUKSI

Pupuk Kaltim merupakan produsen pupuk urea dengan kapasitas terbesar di Asia Tenggara dan terbesar keempat di Asia Pasifik. Pupuk Kaltim memiliki 5 (lima) pabrik amoniak dan 5 (lima) pabrik urea dengan masing-masing jumlah kapasitas produksi sebesar 2,74 juta ton amoniak per tahun dan 3,43 juta ton urea per tahun. Selain itu, terdapat pabrik NPK dengan total kapasitas 300 ribu ton per tahun yang terdiri atas 2 (dua) pabrik NPK *Blending* dan 2 (dua) pabrik NPK *Fusion* serta 2 (dua) pabrik *boiler* batu bara berkapasitas 4,15 juta ton *steam* per tahun untuk mendukung proses produksi.

Pupuk Kaltim juga memiliki fasilitas pendukung berupa fasilitas pengantongan, pergudangan, *handling* dan pelabuhan yang memadai. Seluruh pabrik dan fasilitas pendukung berada dalam satu kawasan industri yang dilengkapi dengan sistem terintegrasi. Keunggulan sistem terintegrasi antara lain menjamin keandalan dan fleksibilitas sehingga pabrik dapat beroperasi secara optimal dan efisien serta dapat menyesuaikan kebutuhan pasar. Selain itu, Pupuk Kaltim memiliki fasilitas 3 tangki amoniak dengan total kapasitas 102 ribu ton, gudang produk urea curah (Urea *Bulk Storage* 1 s.d 6) dengan total kapasitas 315 ribu ton, gudang produk kantong (urea dan NPK) dengan kapasitas 66 ribu ton, gudang bahan baku curah NPK 110 ribu ton, gudang bahan baku kantong jumbo sebesar 20,6 ribu ton serta gudang *container yard* sebesar 14.280 ton.

Untuk menjamin kualitas pada bahan baku, produk *in process* dan produk akhir Perusahaan juga telah memiliki laboratorium yang terakreditasi Komite Akreditasi Nasional (KAN). Perusahaan juga memiliki dan mengoperasikan pelabuhan khusus di Bontang, Kalimantan Timur, dengan 6 (enam) dermaga untuk melayani kapal-kapal dengan komoditi bahan baku dan/atau pupuk *in bag* dan *in bulk*, batu bara, *general cargo*, serta amoniak. Dermaga tersebut dilengkapi dengan fasilitas RMHC, *Quadrant Arm Loader* dengan kapasitas *loading* sebesar 1000 tph, *Bulk Ship Loader* dengan kapasitas *loading* 1000 tph, *Continuous Barge Unloader* dengan kapasitas *unloading* sebesar 700 tph, dan *Ammonia Loading Arm* dengan kapasitas *loading* 650 tph.

Pupuk Kaltim memproduksi 2 (dua) jenis pupuk urea, yaitu urea prill dan urea granul. Untuk NPK, Pupuk Kaltim memproduksi 2 (dua) jenis pupuk NPK, yaitu pupuk NPK *Blending* dan pupuk NPK *Fusion* dengan fleksibilitas

### PRODUCTION OVERVIEW

Pupuk Kaltim is a fertilizer producer with the largest capacity in Southeast Asia and the fourth largest in Asia Pacific. Pupuk Kaltim has 5 (five) ammonia factories and 5 (five) urea factories with a production capacity of 2.74 million tons per year for ammonia and 3.43 million tons per year for urea. In addition, the Company also has NPK plants with a total capacity of 300 thousand tons per year consisting of 2 (two) NPK *Blending* plants and 2 (two) NPK *Fusion* plants, as well as 2 (two) Coal boiler plants with a capacity of 4.15 million tons of steam per year to support the production process.

Pupuk Kaltim also has supporting facilities in the form of adequate bagging, warehousing, handling, and port facilities. All plants and supporting facilities are located in one industrial area which is equipped with an integrated system. The advantages of an integrated system include guaranteed reliability and flexibility to accommodate the plants' operations optimally and efficiently, allowing it to adapt to market needs. Furthermore, Pupuk Kaltim has facilities for 3 ammonia tanks with total capacity of 102 thousand tons, bulk urea product warehouse (Urea *Bulk Storage* 1 to 6) with a total capacity of 315 thousand tons, bag product warehouse (urea and NPK) with a capacity of 66 thousand tons, bulk NPK raw material warehouse with a capacity of 110 thousand tons, jumbo bag raw material warehouse with a capacity of 20.6 thousand tons and container yard warehouse with a capacity of 14,280 tons.

To guarantee the quality of raw materials, in process products and final products, the Company also has a laboratory accredited by the National Accreditation Committee (KAN). The Company also owns and operates a special port in Bontang, East Kalimantan, with 6 (six) piers to serve ships with raw material commodities and/or fertilizer in bag and in bulk, coal, general cargo, as well as ammonia. The dock is equipped with RMHC facilities, *Quadrant Arm Loader* with a loading capacity of 1000 tph, *Bulk Ship Loader* with a loading capacity of 1000 tph, *Continuous Barge Unloader* with an unloading capacity of 700 tph, and *Ammonia Loading Arm* with a loading capacity of 650 tph.

Pupuk Kaltim produces two types of urea fertilizer, namely urea prill and urea granules. For NPK, Pupuk Kaltim produces 2 types of NPK fertilizer, namely NPK *Blending* fertilizer and NPK *Fusion* fertilizer with flexibility in product composition



komposisi kandungan produk sesuai dengan kebutuhan pelanggan. Seluruh pabrik telah mengadopsi teknologi mutakhir dari berbagai lisensi dengan tingkat efisiensi tinggi.

Selain dari produk utama diatas Pupuk Kaltim juga memproduksi pupuk hayati atau pupuk organik yang terdiri dari Biotara, Biosalin, BioLK, Biodex dan Ecofert yang mengandung bahan aktif bakteri yang dapat digunakan pada semua tanaman dan terdapat beberapa manfaat yaitu mampu meningkatkan produktivitas tanaman, membantu tanaman dalam menghadapi cekaman kadar garam tinggi, membantu tanaman dalam menghadapi kadar air rendah, mampu mempercepat proses pengomposan tanaman serta mendukung keberlanjutan budi daya pertanian ramah lingkungan dengan menjaga kesuburan tanah.

### STRATEGI OPERASIONAL PRODUKSI

Untuk mendukung kinerja usaha, Pupuk Kaltim menerapkan sejumlah strategi, di antaranya mencakup:

1. Meningkatkan *agility* Perusahaan dalam menghadapi berbagai perubahan yang terjadi, baik dari kondisi internal (problem operasional pabrik, kondisi utilisasi gudang) maupun dari kondisi eksternal (harga pasar, ketersediaan alat transportasi) dengan mengubah pada pola perencanaan produksi yang fleksibel untuk memperoleh laba yang optimal.
2. Pemanfaatan *Fly Ash* dan *Bottom Ash* (FABA) yang berasal dari kegiatan operasional *boiler* batu bara sebagai *filler* bahan baku NPK Fusion untuk meningkatkan nilai ekonomis FABA dan menghemat konsumsi *clay*.
3. Peningkatan *supply chain excellence* untuk memastikan pasokan bahan baku, bahan penolong dan batu bara yang sesuai spesifikasi melalui *smart production "safe and clean operation for excellence performance"*.
4. Peningkatan kinerja operasional dengan penerapan strategi IT yang mengintegrasikan serta menambah aplikasi-aplikasi yang selaras dengan industri 4.0
5. Implementasi berkelanjutan Sistem Manajemen Energi (SMEn) berbasis ISO 50001:2018, Sistem Manajemen Lingkungan berbasis ISO 14001:2015, Sistem Manajemen K3 berbasis ISO 45001:2015 dan Sistem Manajemen Mutu ISO 17025:2017 untuk menjamin *continuous improvement*.
6. Fleksibilitas produksi melalui perencanaan produksi produk komersial yang optimum atas produk-produk Pupuk Kaltim sehingga dapat memenuhi kebutuhan pelanggan serta meningkatkan profitabilitas.
7. Melaksanakan program *Production System* dengan melakukan reviu terhadap seluruh proses kerja Sistem Manajemen Produksi disesuaikan dengan Standar Sistem Manajemen Aset ISO 55001 sehingga disepakati menjadi Sistem Manajemen Produksi (SIMPRO 2.0) di mana program ini fokus untuk melakukan *alignment*

according to customer needs. All production plants have adopted the latest technology from various licenses with a high level of efficiency.

In addition to the main products above, Pupuk Kaltim also produces biological fertilizers or organic fertilizers, consisting of Biotara, Biosalin, BioLK, Biodex, and Ecofert, which contain active bacterial ingredients that can be used on all plants and have several benefits, namely being able to increase plant productivity, helping stressed plants due to high salt levels, assisting plants in dealing with low water content, being able to accelerate the composting process of plants, and supporting the sustainability of environmentally friendly agricultural cultivation by maintaining soil fertility and health.

### PRODUCTION OPERATIONAL STRATEGY

To support business performance, Pupuk Kaltim implements a number of strategies, including:

1. Improving the Company's agility in facing various changes that occur, both from internal conditions (plant operational issues, warehouse utilization conditions) and from external conditions (market prices, availability of transportation) by changing to a flexible production planning pattern to obtain optimal profits.
2. Utilization of Fly Ash and Bottom Ash (FABA) deriving from coal boiler operational activities as filler for NPK Fusion raw materials to increase the economic value of FABA and save clay consumption.
3. Improvement to supply chain excellence to ensure the supply of raw materials, auxiliary materials, and coal is according to specifications through the implementation of smart production "safe and clean operation for excellence performance".
4. Improving operational performance by implementing IT strategies that integrate and add applications that are in line with industry 4.0.
5. Sustainable implementation of Energy Management System (SMEn) based on ISO 50001:2018, Environmental Management System based on ISO 14001:2015, OHS Management System based on ISO 45001:2015 and ISO 17025:2017 Quality Management System to guarantee continuous improvement.
6. Production flexibility through optimum commercial product production planning for Pupuk Kaltim products to ensure that it can meet customer needs and increase profitability.
7. Implementing the Production System Program by reviewing the entire work process of the Production Management System in accordance with the ISO 55001 Asset Management System Standard so that it is agreed to become a Production Management System (SIMPRO 2.0), in which this program focuses on aligning





tujuan perusahaan terhadap seluruh proses kerja dengan menyusun modul proses kerja dan melakukan *update* seluruh prosedur di Direktorat Operasi.

8. Peningkatan kualitas produk dengan:
  - a. Meningkatkan penerapan Sistem Manajemen Mutu (SMM) berbasis ISO 9001:2015 secara konsisten yang mengakomodir berbagai kriteria terkini.
  - b. Secara berkesinambungan melakukan monitoring dan perbaikan atas matriks atau *Key Operating Parameter* (KOP).
  - c. Peningkatan kualitas produk yang dihasilkan dengan memenuhi standar 6 T (Tepat Mutu, Tepat Jumlah, Tepat Jenis, Tepat tempat, Tepat Waktu, dan Tepat Harga), layanan yang diterima pelanggan dengan kondisi prima, serta dilakukan evaluasi berkala melalui rapat Tim Pengendalian Mutu Produk (TPMP).
  - d. Meningkatkan kualitas Produk UFC dengan melakukan Optimasi Kondisi Operasi UFC sebagai upaya menurunkan kadar Air pada Produk Urea sehingga kualitasnya meningkat (tidak mudah *caking*).
9. Melakukan persiapan-persiapan untuk memproduksi varian pupuk yang baru sebagai inovasi produksi untuk memenuhi kebutuhan konsumen serta meningkatkan produktivitas pertanian.

the Company's objectives with the entire work process by compiling work process modules and updating all procedures in the Operations Directorate.

8. Improve product quality by:
  - a. Consistently improving the implementation Quality Management System (QMS) that is based on ISO 9001:2015, which accommodates the latest criteria.
  - b. Continuously monitor and improve the matrix or Key Operating Parameters (KOP).
  - c. Increasing the quality of products produced by meeting the 6 T standards (Right Quality, Right Quantity, Right Type, Right Place, Right Time, and Right Price), ensuring the service received by customers is in prime condition, and periodic evaluations through Product Quality Control Team meetings (TPMP).
  - d. Improving the quality of UFC products by optimizing UFC operating conditions as an effort to reduce the water content in urea products to increase the quality (not easy to caking).
9. Making preparations to produce new fertilizer variants as production innovations to meet consumer needs and increase agricultural productivity.





# Tinjauan Operasi per Segmen Usaha

## Operational Overview per Business Segment

### SEGMENT OPERASI

Segmen operasi Pupuk Kaltim terbagi menjadi unit usaha berdasarkan produk dan jasa yang dihasilkan.

### OPERATING SEGMENT

Pupuk Kaltim's operating segments are divided into business units based on the products and services produced.

#### Pupuk dan Amoniak Fertilizer and Ammonia

Segmen pupuk dan amoniak melakukan kegiatan produksi, perdagangan, dan jasa di bidang perpupukan.  
*The fertilizer and ammonia segment carries out production, trading, and service activities in the fertilizer sector.*

#### Lainnya Others

Segmen lainnya melakukan kegiatan usaha dalam bidang konstruksi, angkutan, pergudangan, dan kegiatan terkait lainnya.  
*Other segments carry out business activities in the fields of construction, transportation, warehousing and other related activities.*

Untuk dapat memberikan gambaran tentang bisnis inti dan kontribusi masing-masing segmen terhadap kinerja konsolidasian Perusahaan, berikut disampaikan sekilas tentang kontribusi masing-masing segmen baik terhadap pendapatan, laba tahun berjalan, dan aset Perusahaan.

In order to provide an overview of the core business and the contribution of each segment to the Company's consolidated performance, the following is a brief overview of the contribution of each segment to the Company's revenue, current year profit, and assets.

### Jumlah dan Kontribusi Pendapatan per Segmen terhadap Pendapatan Pupuk Kaltim Periode 2023-2024 Total Contribution and Revenue per Segments to the Revenue of Pupuk Kaltim in the 2023-2024 Period

| Segmen<br>Segment                                                     | 2024                                           |                                          | 2023                                           |                                          | Kenaikan (Penurunan)                              |                                        |
|-----------------------------------------------------------------------|------------------------------------------------|------------------------------------------|------------------------------------------------|------------------------------------------|---------------------------------------------------|----------------------------------------|
|                                                                       | Jumlah<br>(Rp miliar)<br>Total<br>(Rp billion) | Kontribusi<br>(%)<br>Contribution<br>(%) | Jumlah<br>(Rp miliar)<br>Total<br>(Rp billion) | Kontribusi<br>(%)<br>Contribution<br>(%) | Nominal<br>(Rp miliar)<br>Nominal<br>(Rp billion) | Persentase<br>(%)<br>Percentage<br>(%) |
| Pupuk dan Amoniak<br>Fertilizer and Ammonia                           | 24.566                                         | 98,43                                    | 22.861                                         | 98,49                                    | 1.705                                             | 7,46                                   |
| Lainnya<br>Others                                                     | 669                                            | 2,68                                     | 536                                            | 2,31                                     | 133                                               | 24,76                                  |
| Eliminasi <sup>1)</sup><br>Elimination                                | (278)                                          | (1,11)                                   | (186)                                          | (0,80)                                   | (92)                                              | 49,19                                  |
| <b>Jumlah Pendapatan Konsolidasian<br/>Total Consolidated Revenue</b> | <b>24.957</b>                                  | <b>100,00</b>                            | <b>23.210</b>                                  | <b>100,00</b>                            | <b>1.747</b>                                      | <b>7,53</b>                            |

<sup>1)</sup> Eliminasi adalah proses penghapusan saldo akun timbal balik antara Perusahaan selaku induk dan entitas anak dalam laporan keuangan konsolidasian.  
Elimination is the elimination of reciprocal account balances between the Company as the parent company and subsidiaries in the consolidated financial statements.

Pada tahun 2024 segmen pupuk dan amoniak mengalami kenaikan sebesar 7,46% dari tahun sebelumnya, peningkatan ini merupakan hasil dari peningkatan volume penjualan urea dan NPK sesuai dengan tabel penjualan meskipun, dari sisi harga jual mengalami penurunan sesuai dengan tabel harga jual. Sektor lainnya mengalami peningkatan 24,76% dari tahun sebelumnya, didukung oleh peningkatan hasil kegiatan usaha dalam bidang konstruksi, angkutan, pergudangan, penjualan utilitas, dan pelayanan pabrik.

In 2024, the fertilizer and ammonia segment experienced an increase of 7.46% from the previous year, this increase was the result of an increase in the sales volume of urea and NPK in accordance with the sales table, although the selling price decreased in accordance with the selling price table. The other sector experienced an increase of 24.76% from the previous year, supported by an increase in the results of business activities in construction, transportation, warehousing, utility sales, and factory services.





### Jumlah dan Kontribusi Laba Tahun Berjalan per Segmen terhadap Laba Tahun Berjalan Pupuk Kaltim Periode 2023–2024

#### Total and Contribution of Profit for the Year per Segment to Pupuk Kaltim's Profit for the Year in the 2023–2024 Period

| Segmen<br>Segment                                                                   | 2024                                           |                                          | 2023                                           |                                          | Kenaikan (Penurunan)                              |                                        |
|-------------------------------------------------------------------------------------|------------------------------------------------|------------------------------------------|------------------------------------------------|------------------------------------------|---------------------------------------------------|----------------------------------------|
|                                                                                     | Jumlah<br>(Rp miliar)<br>Total<br>(Rp billion) | Kontribusi<br>(%)<br>Contribution<br>(%) | Jumlah<br>(Rp miliar)<br>Total<br>(Rp billion) | Kontribusi<br>(%)<br>Contribution<br>(%) | Nominal<br>(Rp miliar)<br>Nominal<br>(Rp billion) | Persentase<br>(%)<br>Percentage<br>(%) |
| Pupuk dan Amoniak<br>Fertilizer and Ammonia                                         | 4.138                                          | 100,61                                   | 4.400                                          | 96,40                                    | (262)                                             | (5,95)                                 |
| Lainnya<br>Others                                                                   | (5)                                            | (0,12)                                   | 172                                            | 3,76                                     | (177)                                             | (102,91)                               |
| Eliminasi <sup>1)</sup><br>Elimination                                              | (20)                                           | (0,49)                                   | (7)                                            | (0,16)                                   | (13)                                              | 175,03                                 |
| <b>Laba Tahun Berjalan Konsolidasian<br/>Total Consolidated Profit for the Year</b> | <b>4.113</b>                                   | <b>100,00</b>                            | <b>4.564</b>                                   | <b>100,00</b>                            | <b>(451,37)</b>                                   | <b>(9,89)</b>                          |

<sup>1)</sup> Eliminasi adalah proses penghapusan saldo akun timbal balik antara Perusahaan selaku induk dan entitas anak dalam laporan keuangan konsolidasian.  
Elimination is the elimination of reciprocal account balances between the Company as the parent company and subsidiaries in the consolidated financial statements.

Pada tahun 2024 segmen pupuk dan amoniak mengalami penurunan laba tahun berjalan sebesar 5,95% dari tahun sebelumnya, yang dipengaruhi oleh penurunan harga jual sesuai dengan tabel harga jual, meskipun dari sisi volume penjualan pupuk mengalami kenaikan sesuai dengan tabel volume penjualan.

In 2024, the fertilizer and ammonia segment experienced a decrease in current year profit of 5.95% from the previous year, which was influenced by a decrease in selling prices according to the selling price table, although in terms of fertilizer sales volume there was an increase according to the sales volume table.

### Jumlah dan Kontribusi Nilai Aset per Segmen terhadap Nilai Aset Pupuk Kaltim Periode 2023–2024

#### Amount and Contribution of Asset Value per Segment to Pupuk Kaltim's Asset Value in 2023–2024

| Segmen<br>Segment                                             | 2024                                           |                                          | 2023                                           |                                          | Kenaikan (Penurunan)                              |                                        |
|---------------------------------------------------------------|------------------------------------------------|------------------------------------------|------------------------------------------------|------------------------------------------|---------------------------------------------------|----------------------------------------|
|                                                               | Jumlah<br>(Rp miliar)<br>Total<br>(Rp billion) | Kontribusi<br>(%)<br>Contribution<br>(%) | Jumlah<br>(Rp miliar)<br>Total<br>(Rp billion) | Kontribusi<br>(%)<br>Contribution<br>(%) | Nominal<br>(Rp miliar)<br>Nominal<br>(Rp billion) | Persentase<br>(%)<br>Percentage<br>(%) |
| Pupuk dan Amoniak<br>Fertilizer and Ammonia                   | 37.869                                         | 99,37                                    | 36.517                                         | 96,30                                    | 1.352                                             | 3,70                                   |
| Lainnya<br>Others                                             | 234                                            | 0,61                                     | 1.425                                          | 3,76                                     | (1.191)                                           | (83,58)                                |
| Eliminasi <sup>1)</sup><br>Elimination                        | 8                                              | 0,02                                     | (21)                                           | (0,06)                                   | 29                                                | (137,58)                               |
| <b>Jumlah Aset Konsolidasian<br/>Total Consolidated Asset</b> | <b>38.111</b>                                  | <b>100,00</b>                            | <b>37.920</b>                                  | <b>100,00</b>                            | <b>191,03</b>                                     | <b>0,50</b>                            |

<sup>1)</sup> Eliminasi adalah proses penghapusan saldo akun timbal balik antara Perusahaan selaku induk dan entitas anak dalam laporan keuangan konsolidasian.  
Elimination is the elimination of reciprocal account balances between the Company as the parent company and subsidiaries in the consolidated financial statements.

Pada tahun 2024, segmen pupuk dan amoniak mengalami kenaikan nilai aset sebesar 3,70% dari tahun sebelumnya sebesar Rp1.352 miliar. Kenaikan tersebut terutama disebabkan oleh adanya peningkatan Aset Tetap atas konstruksi dalam proses yang terdiri dari penyiapan lahan industri, perbaikan sarana dan prasarana dan perbaikan besar pabrik.

In 2024, the fertilizer and ammonia segment experienced an increase in asset value of 3.70% from the previous year of Rp1,352 billion. The increase was mainly due to an increase in Fixed Assets for construction in progress consisting of industrial land preparation, repair of facilities and infrastructure and major factory repairs.

## PUPUK DAN AMONIAK

Berikut uraian mengenai merek dagang dari produk Pupuk Urea, Pupuk NPK, Amoniak, Pupuk Hayati, dan Dekomposer.

## FERTILIZER AND AMMONIA

The following is description of trademarks for Urea Fertilizer, NPK Fertilizer, Ammonia, Biological Fertilizer, and Decomposer products.

### Merek Dagang Produk Pupuk dan Amoniak Pupuk Kaltim

Trademarks of Pupuk Kaltim's Fertilizer and Ammonia Products

| Merek Brand                | Uraian                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Urea Nitrea                | Merek dagang Urea Nitrea digunakan untuk memasarkan pupuk urea non subsidi yang terdiri dari Urea Prill dan Urea Granul. Merupakan <i>single branding</i> urea non subsidi untuk seluruh anak usaha perusahaan Pupuk Indonesia.                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | The Urea Nitrea trademark is marketed for non-subsidized urea fertilizer which consists of Urea Prill and Urea Granules. It is a single branding of non-subsidized urea for all subsidiaries of Pupuk Indonesia.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Urea PIHC                  | Merupakan merek dagang urea subsidi untuk seluruh anak perusahaan Pupuk Indonesia.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | It is a subsidized urea trademark for all Pupuk Indonesia subsidiaries                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| NPK Pelangi                | Merek dagang NPK Pelangi digunakan untuk memasarkan Pupuk NPK non subsidi yang terdiri dari 2 (dua) jenis, yaitu NPK Blending dan NPK Fusion.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | The NPK Pelangi trademark is marketed for Non-subsidized NPK Fertilizer which consists of 2 (two) types, namely NPK Blending and NPK Fusion.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| NPK Pelangi JOS            | NPK Pelangi JOS merupakan pupuk NPK yang telah diperkaya dengan mikroba. Peningkatan produktivitas 10%-15% lebih tinggi diperoleh pada penggunaan Pelangi JOS dengan dosis 20%-25% lebih rendah dari dosis NPK Pelangi.                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | NPK Pelangi JOS is an NPK fertilizer that has been enriched with microbes. A 10%-15% higher productivity increase was obtained using Pelangi JOS with a dose 20%-25% lower than the NPK Pelangi.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| NPK Phonska                | Merupakan merek dagang NPK subsidi dengan formula 15-10-12 yang diproduksi oleh seluruh anak perusahaan Pupuk Indonesia.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Subsidized NPK trademark with a formula of 15-10-12, which is produced by all subsidiaries of Pupuk Indonesia.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| NPK Pelangi Formula Khusus | Merupakan merek dagang NPK subsidi dengan formula khusus untuk tanaman kakao dengan komposisi 14-12-16 yang hanya diproduksi oleh Pupuk Kaltim.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Subsidized NPK trademark with a special formula for cocoa plants with a 14-12-16 composition, which is only produced by Pupuk Kaltim.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Amoniak                    | Senyawa kimia yang berperan sebagai bahan baku untuk menghasilkan berbagai produk turunan, seperti urea, amonium nitrat, asam nitrat, dll. Pupuk Kaltim memproduksi amoniak untuk digunakan sebagai bahan baku pembuatan urea serta memasarkannya dalam lingkup domestik maupun ekspor.                                                                                                                                                                                                                                                                                                                                                                                                         | Chemical compounds that act as raw materials to produce a variety of by-products, such as urea, ammonium nitrate, nitric acid, and others. Pupuk Kaltim produces ammonia to be used as raw material for urea production and markets it domestically and for export.                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Ecofert                    | Ecofert mengandung bahan aktif <i>Bacillus subtilis</i> , <i>B. flexus</i> , <i>Pseudomonas mendocina</i> , dan <i>Aspergillus niger</i> . Ecofert berfungsi untuk mendukung keberlanjutan budi daya pertanian ramah lingkungan dengan menjaga kesuburan dan kesehatan tanah. Ecofert berbentuk granul dengan variasi kemasan 1 kg, 5 kg, dan 20 kg.<br><br>Keunggulan penggunaan Ecofert adalah untuk pengikat nitrogen dan pelarut fosfat yang ramah lingkungan, mempercepat pertumbuhan tanaman, meningkatkan penyerapan unsur hara tanah, dan meningkatkan efisiensi pemupukan hingga 25% dari dosis standar dengan pemakaian Ecofert dosis 20 kg/ha hingga 40 kg/ha saat pengolahan tanah. | Ecofert contains the active ingredients <i>Bacillus subtilis</i> , <i>B. flexus</i> , <i>Pseudomonas mendocina</i> , and <i>Aspergillus niger</i> . Ecofert functions to support the sustainability of environmentally friendly agricultural cultivation by maintaining soil fertility and health. Ecofert is packaged in granule with packaging variations of 1 kg, 5 kg, and 20 kg.<br><br>A number of advantages obtained by using Ecofert includes fixing the nitrogen, environmentally friendly in dissolving phosphate, spurring plant growth, increasing soil nutrient absorption, and increasing fertilization efficiency by up to 25% of the standard dose by using Ecofert at a dose of 20-40 kg/ha upon soil processing. |
| Biotara                    | Biotara merupakan Pupuk Hayati yang mampu meningkatkan produktivitas tanaman di tanah masam lahan rawa karena pupuk ini adaptif terhadap jenis tanah tersebut. Biotara mengandung bahan aktif <i>Trichoderma sp.</i> , <i>Bacillus sp.</i> , dan <i>Azospirillum sp.</i> Biotara berbentuk serbuk, berwarna coklat kehitaman, dengan variasi kemasan 2,5 kg, 10 kg, dan 12,5 kg.                                                                                                                                                                                                                                                                                                                | Biotara is a biological fertilizer to increase plant productivity in acidic swamp soil due to its ability to adapt in swamp land. Biotara contains the active ingredients of <i>Trichoderma sp.</i> , <i>Bacillus sp.</i> , and <i>Azospirillum sp.</i> Biotara is packed in powder with blackish brown in color, with packaging variations of 2.5 kg, 10 kg, and 12.5 kg.                                                                                                                                                                                                                                                                                                                                                          |





| Merek Brand | Uraian                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| BioSalin    | <p>BioSalin diformulasikan khusus untuk membantu tanaman dalam menghadapi cekaman kadar garam tinggi (salin), seperti di wilayah pesisir pantai dan di lahan tergenang (rawa). BioSalin merupakan pupuk hayati dengan bahan aktif bakteri <i>Pseudomonas</i> sp. yang diaplikasikan untuk seed treatment dan dapat digunakan pada semua benih tanaman.</p> <p>BioSalin berbentuk serbuk, berwarna coklat kehitaman, dan memiliki variasi kemasan 100 gr, 250 gr, dan 500 gr. BioSalin diaplikasikan dengan dosis 500 gr untuk kebutuhan benih 1 hektar.</p> | <p>BioSalin is specially formulated to help stressed plants due to high salt levels (saline), such as in coastal areas and in flooded land (swamps). BioSalin is a biological fertilizer with the active ingredient <i>Pseudomonas</i> sp. which is applied for seed treatment and can be used on all plant seeds.</p> <p>BioSalin is packaged in powder with blackish brown in color and has packaging variations of 100 gr, 250 gr, and 500 gr. BioSalin is applied in a dose of 500 grams for 1 hectare of seed.</p> |
| BioLK       | <p>BioLK diformulasikan khusus untuk membantu tanaman dalam menghadapi cekaman kekeringan atau kadar air rendah. BioLK merupakan pupuk hayati dengan bahan aktif bakteri <i>Bacillus</i> sp. dan <i>Pseudomonas</i> sp. yang diaplikasikan untuk seed treatment dan dapat digunakan pada semua benih tanaman.</p> <p>BioLK berbentuk serbuk, berwarna coklat kehitaman, dan memiliki variasi kemasan 100 gr, 250 gr, dan 500 gr. BioLK diaplikasikan dengan dosis 500 gr untuk kebutuhan benih 1 hektar.</p>                                                | <p>BioLK is specially formulated to help plants in dealing with drought stress or low water content. BioLK is a biological fertilizer with the active ingredient <i>Bacillus</i> sp. and <i>Pseudomonas</i> sp. which is applied to seed treatment and can be used on all plant seeds.</p> <p>BioLK powder, blackish brown, and has a variety of packaging 100 gr, 250 gr, and 500 gr. BioLK is applied at a dose of 500 gr for the needs of 1 hectare of seeds.</p>                                                    |
| Biodex      | <p>Aktivator pengomposan yang mampu mempercepat proses pengomposan dengan bahan aktif jamur unggul adalah Biodex. Pupuk ini merupakan Bioaktivator perombak atau pendegradasi bahan organik. Bahan aktif mikroba unggul seperti <i>Trichoderma polysporum</i>, <i>T. viride</i> dan <i>Fomitopsis meliae</i> digunakan untuk membuat formula biodekomposer Biodex.</p>                                                                                                                                                                                      | <p>Biodex is a composting activator with the ability to accelerate the composting process with superior mushroom active ingredients. This fertilizer is a bioactivator that renovates or degrades organic materials. It has superior microbial active ingredients, such as <i>Trichoderma polysporum</i>, <i>T. viride</i>, and <i>Fomitopsis meliae</i> to formulate the Biodex biodecomposer formula.</p>                                                                                                             |

## PUPUK UREA

### Kegiatan pada Produk Pupuk Urea

Pupuk Urea memiliki kandungan nitrogen (N) sebesar 46% sehingga dikenal sebagai pupuk nitrogen (N) diproduksi dengan mereaksikan amoniak ( $\text{NH}_3$ ) dan karbon dioksida ( $\text{CO}_2$ ). Setelah mengalami proses kimia, produk tersebut menjadi urea padat dalam bentuk prill (ukuran 2-3,35 mm) atau granul (ukuran 2-4,75 mm). Urea prill banyak digunakan untuk segmen tanaman pangan dan industri, sedangkan urea granul lebih cocok untuk segmen perkebunan dan industri.

Pupuk Kaltim memasarkan urea nonsubsidi berwarna putih dengan merek dagang "Nitrea" dan urea subsidi berwarna merah muda dengan merek dagang "Pupuk Indonesia Holding Company".

### Kinerja Operasional dan Produksi

Realisasi produksi urea tahun 2024 mencapai 3,416 Juta ton, mengalami peningkatan sebesar 142 ribu ton atau 4,32% dibandingkan tahun 2023. Salah satu faktor utama kenaikan tersebut adalah keberhasilan semua pabrik urea dalam mencapai target produksi yang telah ditetapkan untuk tahun 2024 kecuali produksi Urea Pabrik 4 dan 5 belum optimal disebabkan adanya perbaikan rutin tahunan (*Turn Around*).

## UREA FERTILIZER

### Activities of Urea Fertilizer Products

Urea fertilizer has a nitrogen (N) content of 46% or known as nitrogen fertilizer (N). It is produced by reacting ammonia ( $\text{NH}_3$ ) and carbon dioxide ( $\text{CO}_2$ ). After undergoing a chemical process, the product becomes solid urea in the form of prills (size 2-3.35 mm) or granules (size 2-4.75 mm). Prill urea is widely used for the food and industrial crop segments, while granular urea is more suitable for the plantation and industrial segments.

Pupuk Kaltim markets the white non-subsidized urea under the trademark "Nitrea" and pink subsidized urea under the trademark "Pupuk Indonesia Holding Company".

### Operational and Production Performance

Realized urea production in 2024 reached 3.416 million tons, an increase of 142 thousand tons or 4.32% compared to 2023. One of the main factors for the increase was the success of all urea factories in achieving the production targets set for 2024, except for Urea Factory 4 and 5 production, which was not optimal due to routine annual repairs (*Turn Around*).



### Realisasi Produksi Urea Periode 2023–2024

Realization of Urea Production in the 2023–2024 Period

| Pabrik<br>Plant         | Kapasitas<br>(ton)<br>Capacity<br>(Tons) | Nilai<br>Value   |                  | Kenaikan (Penurunan)<br>2023–2024<br>Increase (Decrease) 2023–2024 |                                  | Komposisi<br>Composition |               |
|-------------------------|------------------------------------------|------------------|------------------|--------------------------------------------------------------------|----------------------------------|--------------------------|---------------|
|                         |                                          | 2024             | 2023             | Nilai (ton)<br>Value (ton)                                         | Persentase (%)<br>Percentage (%) | 2024                     | 2023          |
| Pabrik 2<br>Plant 2     | 570.000                                  | 666.866          | 568.933          | 97.933                                                             | 17,21                            | 19,52                    | 17,37         |
| Pabrik 3<br>Plant 3     | 570.000                                  | 593.863          | 497.135          | 96.728                                                             | 19,46                            | 17,38                    | 15,18         |
| Pabrik 4<br>Plant 4     | 570.000                                  | 533.240          | 591.417          | (58.177)                                                           | (9,84)                           | 15,61                    | 18,06         |
| Pabrik 5<br>Plant 5     | 1.150.000                                | 1.047.891        | 1.099.216        | (51.325)                                                           | (4,67)                           | 30,67                    | 33,57         |
| Pabrik 1A<br>Plant 1A   | 570.000                                  | 574.322          | 517.959          | 56.363                                                             | 10,88                            | 16,81                    | 15,82         |
| <b>Jumlah<br/>Total</b> | <b>3.430.000</b>                         | <b>3.416.182</b> | <b>3.274.660</b> | <b>141.523</b>                                                     | <b>4,32</b>                      | <b>100,00</b>            | <b>100,00</b> |

### Kinerja Pemasaran dan Penjualan

Volume penjualan Urea pada tahun 2024 mengalami kenaikan 15,18% dibandingkan tahun 2023, yaitu dari 2,981 juta ton menjadi 3,434 juta ton. Semua Sektor Volume Penjualan Urea mengalami kenaikan, baik sektor Domestik untuk Subsidi dan Non Subsidi, maupun sektor Ekspor. Volume penjualan Urea Domestik Subsidi tahun 2024 mencapai 809 ribu ton atau mengalami kenaikan sebesar 9,82% dari tahun 2023 sebesar 737 ribu ton karena adanya tambahan alokasi subsidi di tahun 2024 sebesar 1,057 juta ton dari sebelumnya sebesar 741 ribu ton di tahun 2023. Volume penjualan Urea Ekspor tahun 2024 mencapai 1,067 juta ton atau mengalami kenaikan sebesar 3,11% dari tahun 2023 sebesar 1,035 juta ton yang dipengaruhi oleh meningkatnya penjualan dengan tujuan pasar Australia sebagai importir terbesar selain India dan Tiongkok.

### Marketing and Sales Performance

Urea sales volume in 2024 increased by 15.18% compared to 2023, from 2.981 million tons to 3.434 million tons. All Urea Sales Volume Sectors experienced an increase, both in the Domestic sector for Subsidized and Non-Subsidized, as well as the Export sector. The sales volume of Subsidized Domestic Urea in 2024 reached 809 thousand tons or an increase of 9.82% compared to 2023, which stood at 737 thousand tons due to the additional subsidy allocation in 2024 of 1.057 million tons from the previous 741 thousand tons in 2023. Urea Export sales volume in 2024 reached 1.067 million tons or increased by 3.11% from 2023 of 1.035 million tons which was influenced by increased sales to Australia as the largest importer besides India and China.

### Perkembangan Realisasi Penjualan Urea Periode 2023–2024

Realization Development in Urea Sales in the 2023–2024 Period

| Pasar yang Dituju<br>Destination Market | Nilai<br>Value   |                  | Kenaikan (Penurunan)<br>2023–2024<br>Increase (Decrease) 2023–2024 |                                  | Komposisi<br>Composition |               |
|-----------------------------------------|------------------|------------------|--------------------------------------------------------------------|----------------------------------|--------------------------|---------------|
|                                         | 2024<br>(ton)    | 2023<br>(ton)    | Nilai (ton)<br>Value (ton)                                         | Persentase (%)<br>Percentage (%) | 2024<br>(%)              | 2023<br>(%)   |
| Domestik<br>Domestic                    |                  |                  |                                                                    |                                  |                          |               |
| Subsidi<br>Subsidized                   | 809.621          | 737.204          | 72.417                                                             | 9,82                             | 23,57                    | 24,72         |
| Non Subsidi<br>Non-Subsidized           | 1.557.489        | 1.209.466        | 348.023                                                            | 28,77                            | 45,35                    | 40,56         |
| Ekspor<br>Export                        | 1.067.455        | 1.035.229        | 32.225                                                             | 3,11                             | 31,08                    | 34,72         |
| <b>Jumlah<br/>Total</b>                 | <b>3.434.564</b> | <b>2.981.900</b> | <b>452.665</b>                                                     | <b>15,18</b>                     | <b>100,00</b>            | <b>100,00</b> |

Berikut adalah wilayah Pemasaran pupuk urea:

- Pupuk Urea Subsidi, meliputi wilayah: NTB, NTT, Kalimantan, dan Sulawesi.

The following are the marketing areas for urea fertilizer:

- Subsidized Urea Fertilizer, covering the regions: NTB, NTT, Kalimantan, and Sulawesi.





- Pupuk Urea Non-Subsidi Dalam Negeri, meliputi wilayah: Kalimantan, Sulawesi, Jawa Tengah, Jawa Timur, NTB, NTT dan Sumatera.
- Pupuk Urea Ekspor, meliputi wilayah: Asia Tenggara, Asia Timur, Amerika, Asia Pasifik, dan Asia Selatan.
- Domestic Non-subsidized Urea Fertilizer, covering the regions: Kalimantan, Sulawesi, Central Java, East Java, NTB, NTT, and Sumatra.
- Urea Fertilizer Exports, covering regions: Southeast Asia, East Asia, America, Asia Pacific, and South Asia.

### Perkembangan Realisasi Penjualan Urea Ekspor Periode 2023-2024

Development of Realization in Urea Export Sales in the 2023-2024 Period

| Negara Tujuan Ekspor Pupuk Urea<br>Destination Countries for Export of Urea Fertilizer | Nilai Value      |                  | Kenaikan (Penurunan) 2023-2024<br>Increase (Decrease) 2023-2024 |                               | Komposisi Composition |               |
|----------------------------------------------------------------------------------------|------------------|------------------|-----------------------------------------------------------------|-------------------------------|-----------------------|---------------|
|                                                                                        | 2024 (ton)       | 2023 (ton)       | Nilai (ton) Value (ton)                                         | Persentase (%) Percentage (%) | 2024 (%)              | 2023 (%)      |
| Australia                                                                              | 561.911          | 163.116          | 398.795                                                         | 244,49                        | 52,64                 | 15,76         |
| Filipina<br>Philippines                                                                | 240.024          | 128.370          | 111.654                                                         | 86,98                         | 22,49                 | 12,40         |
| Vietnam                                                                                | 82.832           | 117.694          | (34.862)                                                        | (29,62)                       | 7,76                  | 11,37         |
| Thailand                                                                               | 56.302           | 68.499           | (12.197)                                                        | (17,81)                       | 5,27                  | 6,62          |
| Kolombia<br>Colombia                                                                   | 48.110           | -                | 48.110                                                          | -                             | 4,51                  | -             |
| Korea Selatan<br>South Korea                                                           | 42.510           | 33.889           | 8.620                                                           | 25,44                         | 3,98                  | 3,27          |
| Guatemala                                                                              | 20.850           | -                | 20.850                                                          | -                             | 1,95                  | -             |
| Malaysia                                                                               | 6.626            | 8.843            | (2.217)                                                         | -                             | 0,62                  | 0,85          |
| Nikaragua<br>Nicaragua                                                                 | 4.500            | -                | 4.500                                                           | -                             | 0,42                  | -             |
| Kambodia<br>Cambodia                                                                   | 3.790            | -                | 3.790                                                           | -                             | 0,36                  | -             |
| India                                                                                  | -                | 122.322          | (122.322)                                                       | -                             | -                     | 11,82         |
| Meksiko<br>Mexico                                                                      | -                | 126.341          | (126.341)                                                       | -                             | -                     | 12,20         |
| Chili<br>Chile                                                                         | -                | 76.978           | (76.978)                                                        | -                             | -                     | 7,44          |
| USA                                                                                    | -                | 54.909           | (54.909)                                                        | -                             | -                     | 5,30          |
| Myanmar                                                                                | -                | 41.426           | (41.426)                                                        | -                             | -                     | 4,00          |
| Uruguay                                                                                | -                | 38.530           | (38.530)                                                        | -                             | -                     | 3,72          |
| Brazil                                                                                 | -                | 36.003           | (36.003)                                                        | -                             | -                     | 3,48          |
| Argentina                                                                              | -                | 11.750           | (11.750)                                                        | -                             | -                     | 1,14          |
| Taiwan                                                                                 | -                | 6.559            | (6.559)                                                         | -                             | -                     | 0,63          |
| <b>Jumlah Total</b>                                                                    | <b>1.067.455</b> | <b>1.035.229</b> | <b>32.225</b>                                                   | <b>3,11</b>                   | <b>100,00</b>         | <b>100,00</b> |

### PUPUK NPK

#### Produk Pupuk NPK

Pupuk NPK merupakan produk yang dapat diformulasikan secara fleksibel sesuai dengan kebutuhan pelanggan (tergantung pada jenis tanaman dan tanah). Jenis pupuk ini mengandung 3 (tiga) unsur hara makro yang sangat dibutuhkan oleh tanaman dan unsur hara mikro jika diperlukan. Bahan baku NPK berupa urea, Diammonium phosphate (DAP)/Rock phosphate (RP), Kalium Chlorida (KCl), dan bahan-bahan lain berupa mikronutrien berkualitas tinggi. Pupuk Kaltim memiliki 2 (dua) jenis pupuk NPK, yaitu NPK Blending dan NPK Fusion.

Pada sektor subsidi, Pupuk NPK dipasarkan dan dijual dengan merek dagang NPK Phonska Pupuk Indonesia Holding Company. Sedangkan pada sektor non subsidi,

### NPK FERTILIZER

#### NPK Fertilizer Products

NPK Fertilizer is a product that can be formulated flexibly according to customer needs (depending on plant and soil type). This type of fertilizer contains 3 (three) macronutrients highly needed by plants and micronutrients. The raw materials for NPK are urea, Diammonium phosphate (DAP)/Rock phosphate (RP), Potassium Chloride (KCl), and other materials in the form of high-quality micronutrients. Pupuk Kaltim has 2 (two) types of NPK fertilizer, namely NPK Blending and NPK Fusion.

In the subsidized sector, NPK Fertilizer is marketed and sold under the NPK Phonska Pupuk Indonesia Holding Company trademark. Meanwhile, in the non-subsidized sector, the

merek dagang yang digunakan adalah NPK Pelangi, baik untuk jenis NPK Blending maupun NPK Fusion.

### Kinerja Produksi

Pada tahun 2024 total realisasi produksi NPK mencapai 288 ribu ton. Volume produksi tersebut terdiri dari produk NPK Blending sebanyak 55 ribu ton dan produk NPK Fusion sebanyak 233 ribu ton. Kinerja produksi NPK tahun 2024 sebesar 288 ribu ton lebih tinggi 83,80% jika dibandingkan dengan produksi tahun 2023 yaitu sebesar 157 ribu ton. Hal ini dikarenakan peningkatan permintaan pasar sehingga *rate* produksi lebih optimal.

### Realisasi Produksi NPK Periode 2023–2024

Realization of NPK Production in the 2023–2024 Period

| Pabrik<br>Plant         | Kapasitas<br>(ton)<br>Capacity<br>(ton) | Nilai<br>Value |                | Kenaikan (Penurunan)<br>2023–2024<br>Increase (Decrease) 2023–2024 |                                  | Komposisi<br>Composition |               |
|-------------------------|-----------------------------------------|----------------|----------------|--------------------------------------------------------------------|----------------------------------|--------------------------|---------------|
|                         |                                         | 2024<br>(ton)  | 2023<br>(ton)  | Nilai (ton)<br>Value (ton)                                         | Persentase (%)<br>Percentage (%) | 2024<br>(%)              | 2023<br>(%)   |
| NPK Blending            | 100.000                                 | 55.079         | 48.474         | 6.605                                                              | 13,63                            | 19,07                    | 30,84         |
| NPK Fusion              | 200.000                                 | 233.801        | 108.696        | 125.105                                                            | 115,10                           | 80,93                    | 69,16         |
| <b>Jumlah<br/>Total</b> | <b>300.000</b>                          | <b>288.880</b> | <b>157.170</b> | <b>131.710</b>                                                     | <b>83,80</b>                     | <b>100,00</b>            | <b>100,00</b> |

### Kinerja Penjualan

Seluruh produk pupuk NPK yang diproduksi Perusahaan hanya dijual di dalam negeri, dan terbagi atas produk Subsidi dan Non subsidi. NPK subsidi terdapat 2 (dua) macam, yaitu NPK Phonska dan Kakao, sedangkan non subsidi terdapat 2 macam, yaitu NPK Pelangi + Hayati (NPK JOS). Volume penjualan NPK pada tahun 2024 mengalami kenaikan 157,78 % dibandingkan tahun 2023 yaitu dari 122 ribu ton menjadi 314 ribu ton. Volume penjualan urea domestik subsidi mengalami kenaikan sebesar 203,16% dibandingkan tahun 2023 yaitu dari 97 ribu ton menjadi 295 ribu ton. Kenaikan penjualan NPK domestik subsidi dikarenakan adanya tambahan wilayah subsidi NPK Phonska pada bulan Mei di Provinsi Gorontalo, Sulawesi Tengah, dan Sulawesi Utara dimana wilayah sebelumnya hanya Kalimantan. Sementara penjualan NPK domestik non subsidi mengalami penurunan sebesar 23,32% dibandingkan tahun 2023 yaitu dari 24 ribu ton menjadi 18 ribu ton. Penurunan penjualan NPK domestik non subsidi dikarenakan produk difokuskan untuk memenuhi kebutuhan pasar subsidi.

trademark used is NPK Pelangi, both for the NPK Blending and NPK Fusion types.

### Production Performance

In 2024, total realization of NPK production reached 288 thousand tons. The production volume consists of 55 thousand tons for NPK Blending and 233 thousand tons for NPK Fusion. NPK production performance in 2024 amounted to 288 thousand tons, which is 83.80% compared to production in 2023, which amounted to 157 thousand tons. This is due to increased market demand, resulting in more optimal production rate.

### Sales Performance

All NPK fertilizer products produced by the Company are only sold domestically, and are divided into Subsidized and Non-subsidized products. There are 2 (two) types of subsidized NPK, namely NPK Phonska and Cocoa, while there are two types of non-subsidized NPK, namely NPK Pelangi + Hayati (NPK JOS). The sales volume of NPK in 2024 increased by 157.78% compared to 2023, namely from 122 thousand tons to 314 thousand tons. The sales volume of subsidized domestic urea increased by 203.16% compared to 2023, namely from 97 thousand tons to 295 thousand tons. The increase in sales of subsidized domestic NPK was due to the addition of the subsidiy area for NPK Phonska in May in the provinces of Gorontalo, Central Sulawesi and North Sulawesi, where the previous area was only Kalimantan. Meanwhile, domestik sales of non-subsidized NPK decreased by 23.32% compared to 2023, from 24 thousand tons to 18 thousand tons. The decrease in non-subsidized domestic NPK sales was due to the product being focused on meeting the needs of the subsidized market.





## Perkembangan Realisasi Penjualan NPK Periode 2023-2024

Development of NPK Sales Realization for the 2023-2024 Period

| Pasar yang Dituju<br>Target Market              | Nilai<br>Value |                | Kenaikan (Penurunan)<br>2023-2024<br>Increase (Decrease) 2023-2024 |                                  | Komposisi<br>Composition |               |
|-------------------------------------------------|----------------|----------------|--------------------------------------------------------------------|----------------------------------|--------------------------|---------------|
|                                                 | 2024<br>(ton)  | 2023<br>(ton)  | Nilai (ton)<br>Value (ton)                                         | Persentase (%)<br>Percentage (%) | 2024<br>(%)              | 2023<br>(%)   |
| Domestik Subsidi<br>Domestic Subsidized         | 294.933        | 97.286         | 197.647                                                            | 203,16                           | 94,04                    | 79,96         |
| Domestik Non Subsidi<br>Domestic Non-Subsidized | 18.695         | 24.381         | (5.686)                                                            | (23,32)                          | 5,96                     | 20,04         |
| <b>Jumlah<br/>Total</b>                         | <b>313.628</b> | <b>121.666</b> | <b>191.961</b>                                                     | <b>157,78</b>                    | <b>100,00</b>            | <b>100,00</b> |

## AMONIAK

### Kegiatan pada Produk Amoniak

Amoniak digunakan sebagai bahan baku pembuatan pupuk dan industri kimia. Amoniak hasil produksi Pupuk Kaltim dipasarkan dalam bentuk cair pada suhu minus 33°C dengan kemurnian minimal 99,5% dan campuran (*impurity*) berupa air maksimal 0,5%. Produk ini dibuat dengan bahan baku gas alam dan udara melalui serangkaian proses reaksi katalitik pada kondisi suhu dan tekanan tertentu.

### Kinerja Operasional dan Produksi

Realisasi produksi pabrik Amoniak pada tahun 2024 mencapai 2,768 juta ton atau meningkat sebesar 1,77% dari tahun 2023 sebesar 48 ribu ton. Seluruh pabrik beroperasi secara normal kecuali Pabrik 4 dan Pabrik 5 yang melaksanakan perbaikan Tahunan *Turn Around* (TA) pada tahun 2024.

### Realisasi Produksi Amoniak Periode 2023-2024

Ammonia Production Realization in the 2023-2024 Period

| Pabrik<br>Plant         | Kapasitas<br>(ton)<br>Capacity<br>(ton) | Nilai<br>Value   |                  | Kenaikan (Penurunan)<br>2023-2024<br>Increase (Decrease) 2023-2024 |                                  | Komposisi<br>Composition |               |
|-------------------------|-----------------------------------------|------------------|------------------|--------------------------------------------------------------------|----------------------------------|--------------------------|---------------|
|                         |                                         | 2024<br>(ton)    | 2023<br>(ton)    | Nilai (ton)<br>Value (ton)                                         | Persentase (%)<br>Percentage (%) | 2024<br>(%)              | 2023<br>(%)   |
| Pabrik 2<br>Plant 2     | 595.000                                 | 608.175          | 472.208          | 135.967                                                            | 28,79                            | 21,97                    | 17,36         |
| Pabrik 3<br>Plant 3     | 330.000                                 | 379.374          | 324.493          | 54.881                                                             | 16,91                            | 13,70                    | 11,93         |
| Pabrik 4<br>Plant 4     | 330.000                                 | 364.069          | 399.911          | (35.842)                                                           | (8,96)                           | 13,15                    | 14,70         |
| Pabrik 5<br>Plant 5     | 825.000                                 | 728.869          | 865.152          | (136.283)                                                          | (15,75)                          | 26,33                    | 31,81         |
| Pabrik 1A<br>Plant 1A   | 660.000                                 | 687.815          | 658.289          | 29.526                                                             | 4,49                             | 24,85                    | 24,20         |
| <b>Jumlah<br/>Total</b> | <b>2.740.000</b>                        | <b>2.768.302</b> | <b>2.720.053</b> | <b>48.249</b>                                                      | <b>1,77</b>                      | <b>100,00</b>            | <b>100,00</b> |

## AMMONIA

### Activities on Ammonia Products

Ammonia is used as a raw material for making fertilizers and in the chemical industry. Ammonia produced by Pupuk Kaltim is marketed in liquid form at a temperature of minus 33°C with a minimum purity of 99.5% and a maximum impurity of water of 0.5%. This product is made from natural gas and air as raw materials through a series of catalytic reaction processes under certain temperature and pressure conditions.

### Operational and Production Performance

The realization of Ammonia plant production in 2024 reached 2.768 million tons or increased by 1.77% from 2023 at 48 thousand tons. All plants are operating normally, except for Plant 4 and Plant 5, which carried out the Annual Turn Around (TA) repair in 2024.



### Kinerja Penjualan

Volume penjualan amoniak tahun 2024 sebesar 767 ribu ton, mengalami penurunan 4,51% dibandingkan tahun 2023 sejumlah 803 ribu ton. Penyebab penurunan penjualan amoniak karena adanya keterbatasan pasokan akibat pemeliharaan pabrik, sehingga persediaan yang ada hanya cukup untuk pasar domestik.

### Sales Performance

Sales volume of ammonia in 2024 amounted to 767 thousand tons, a decrease of 4.51% compared to 803 thousand tons in 2023. The decrease in ammonia sales was due to limited supply due to plant maintenance, thus the existing stock was only sufficient for the domestic market.

### Perkembangan Realisasi Penjualan Amoniak Periode 2023-2024

Development of Ammonia Sales Realization in the 2023-2024 Period

| Pasar yang Dituju<br>Target Market | Nilai<br>Value |                | Kenaikan (Penurunan)<br>2023-2024<br>Increase (Decrease) 2023-2024 |                                  | Komposisi<br>Composition |               |
|------------------------------------|----------------|----------------|--------------------------------------------------------------------|----------------------------------|--------------------------|---------------|
|                                    | 2024<br>(ton)  | 2023<br>(ton)  | Nilai (ton)<br>Value (ton)                                         | Persentase (%)<br>Percentage (%) | 2024<br>(%)              | 2023<br>(%)   |
| Domestik<br>Domestic               | 319.764        | 226.788        | 92.976                                                             | 41,00                            | 41,71                    | 28,25         |
| Ekspor<br>Export                   | 446.805        | 575.949        | (129.144)                                                          | (22,42)                          | 58,29                    | 71,75         |
| <b>Jumlah<br/>Total</b>            | <b>766.570</b> | <b>802.737</b> | <b>(36.167)</b>                                                    | <b>(4,51)</b>                    | <b>100,00</b>            | <b>100,00</b> |

Kontribusi terbesar terhadap penjualan amoniak berasal dari pasar ekspor mencapai 58,29% dari total penjualan, sementara itu pasar domestik menyumbang 41,71%. Negara tujuan ekspor terbesar untuk penjualan amoniak pada tahun 2024 adalah Jepang, dengan total penjualan sebanyak 108 ribu ton, atau sekitar 24,17% dari total penjualan ekspor. Berikut adalah tujuan ekspor amoniak:

The largest contribution to ammonia sales is the export market, reaching 58.29% of total sales, while the domestic market contributed by 41.71%. The largest export destination for ammonia sales in 2024 is Japan, with 108 thousand tons in total sales, approximately 24.17% of total export sales. The following are the destinations for ammonia exports:

### Perkembangan Ekspor Amoniak Berdasarkan Negara Periode 2023-2024

Development of Ammonia Exports by Country in the 2023-2024 Period

| Negara Tujuan Ekspor<br>Export Destination Country | Nilai<br>Value |                | Kenaikan (Penurunan)<br>2023-2024<br>Increase (Decrease) 2023-2024 |                                  | Komposisi<br>Composition |               |
|----------------------------------------------------|----------------|----------------|--------------------------------------------------------------------|----------------------------------|--------------------------|---------------|
|                                                    | 2024<br>(ton)  | 2023<br>(ton)  | Nilai (ton)<br>Value (ton)                                         | Persentase (%)<br>Percentage (%) | 2024<br>(%)              | 2023<br>(%)   |
| Jepang<br>Japan                                    | 107.989        | 90.569         | 17.420                                                             | 19,23                            | 24,17                    | 15,73         |
| Korea Selatan<br>South Korea                       | 104.293        | 73.847         | 30.446                                                             | 41,23                            | 23,34                    | 12,82         |
| India                                              | 88.962         | 60.540         | 28.422                                                             | 46,95                            | 19,91                    | 10,51         |
| Tiongkok<br>China                                  | 43.589         | 193.377        | (149.788)                                                          | (77,46)                          | 9,76                     | 33,58         |
| Taiwan                                             | 43.419         | 46.787         | (3.367)                                                            | (7,20)                           | 9,72                     | 8,12          |
| Belgia<br>Belgium                                  | 26.214         | -              | 26.214                                                             | -                                | 5,87                     | -             |
| Vietnam                                            | 22.883         | 33.446         | (10.562)                                                           | (31,58)                          | 5,12                     | 5,81          |
| Australia                                          | 8.449          | 41.906         | (33.457)                                                           | (79,84)                          | 1,89                     | 7,28          |
| Singapura<br>Singapore                             | 1.007          | 10.079         | (9.072)                                                            | (90,01)                          | 0,23                     | 1,75          |
| Maroko<br>Morocco                                  | -              | 25.400         | (25.400)                                                           | (100,00)                         | -                        | 4,41          |
| <b>Jumlah<br/>Total</b>                            | <b>446.805</b> | <b>575.949</b> | <b>(129.144)</b>                                                   | <b>(28,90)</b>                   | <b>100,00</b>            | <b>100,00</b> |





## KINERJA KEUANGAN SERTA PROFITABILITAS PUKUP DAN AMONIAK

Pada tahun 2024, laba tahun berjalan segmen pupuk dan amoniak tercatat sebesar Rp4,14 triliun, atau mengalami penurunan 5,95% dibandingkan tahun sebelumnya sebesar Rp4,40 triliun. Penurunan ini disebabkan penurunan pendapatan akibat harga jual pupuk dan amoniak yang lebih rendah dari tahun sebelumnya. Di sisi lain, beban pokok pendapatan mengalami peningkatan karena volume penjualan pupuk yang meningkat sesuai dengan tabel volume penjualan.

Berikut disampaikan tabel profitabilitas dari pengelolaan segmen Pupuk dan Amoniak.

## FINANCIAL PERFORMANCE AND PROFITABILITY OF FERTILIZER AND AMMONIA

In 2024, the current year profit of the fertilizer and ammonia segment was recorded at Rp4.14 trillion, or decreased by 5.95% compared to the previous year of Rp4.40 trillion. This decrease was due to a decrease in revenue due to lower selling prices of fertilizer and ammonia than the previous year. On the other hand, the cost of revenue increased due to the increased volume of fertilizer sales in accordance with the sales volume table.

The following table presents the profitability of the management of the Fertilizer and Ammonia segment.

### Kinerja Keuangan dan Profitabilitas Segmen Pupuk dan Amoniak Periode 2023–2024

Financial Performance and Profitability of Fertilizer and Ammonia Segment in the 2023–2024 Period

| Pos Akun<br>Account                                                                                                     | Nilai<br>Value                      |                                     | Kenaikan (Penurunan)<br>2023–2024<br>Increase (Decrease) 2023–2024 |                                        |
|-------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-------------------------------------|--------------------------------------------------------------------|----------------------------------------|
|                                                                                                                         | 2024<br>(Rp miliar)<br>(Rp billion) | 2023<br>(Rp miliar)<br>(Rp billion) | Nilai<br>(Rp miliar)<br>Value<br>(Rp billion)                      | Persentase<br>(%)<br>Percentage<br>(%) |
| <b>Laba Rugi (Rp miliar)</b><br><b>Profit or Loss (Rp billion)</b>                                                      |                                     |                                     |                                                                    |                                        |
| <b>Pendapatan</b><br><b>Revenues</b>                                                                                    |                                     |                                     |                                                                    |                                        |
| Pendapatan Eksternal<br>External Revenues                                                                               | 24.566                              | 22.861                              | 1.705                                                              | 7,46                                   |
| Pendapatan antar Segmen<br>Inter-segment Revenues                                                                       | -                                   | -                                   | -                                                                  | -                                      |
| <b>Pendapatan Bersih</b><br><b>Net Revenue</b>                                                                          | <b>24.566</b>                       | <b>22.861</b>                       | <b>1.705</b>                                                       | <b>7,46</b>                            |
| Beban Pokok Pendapatan<br>Cost of Revenue                                                                               | (18.005)                            | (15.865)                            | (2.140)                                                            | 13,49                                  |
| Beban Penjualan<br>Selling Expenses                                                                                     | (534)                               | (522)                               | (12)                                                               | 2,30                                   |
| Beban Umum dan Administrasi<br>General and Administrative Expenses                                                      | (1.043)                             | (1.221)                             | 178                                                                | (14,58)                                |
| Pendapatan Keuangan<br>Financial Income                                                                                 | 278                                 | 324                                 | (46)                                                               | (14,20)                                |
| Beban Keuangan<br>Financial Cost                                                                                        | (17)                                | (44)                                | 27                                                                 | (61,36)                                |
| Bagian atas Laba Bersih Entitas Asosiasi dan Ventura<br>Bersama<br>Share in Net Income of Associates and Joint Ventures | -                                   | -                                   | -                                                                  | -                                      |
| Pendapatan Lainnya Bersih<br>Other Income, Net                                                                          | 52                                  | 93                                  | (41)                                                               | (44,09)                                |
| <b>Laba Sebelum Pajak Penghasilan</b><br><b>Profit before Income Tax</b>                                                | <b>5.298</b>                        | <b>5.625</b>                        | <b>(327)</b>                                                       | <b>(5,81)</b>                          |
| Beban Pajak Penghasilan<br>Income Tax Expenses                                                                          | (1.159)                             | (1.225)                             | 66                                                                 | (5,39)                                 |
| <b>Laba Tahun Berjalan</b><br><b>Profit for the Year</b>                                                                | <b>4.138</b>                        | <b>4.400</b>                        | <b>(262)</b>                                                       | <b>(5,95)</b>                          |
| <b>Posisi Keuangan (Rp miliar)</b><br><b>Financial Position (Rp billion)</b>                                            |                                     |                                     |                                                                    |                                        |
| Aset<br>Assets                                                                                                          | 37.869                              | 36.517                              | 1.352                                                              | 3,70                                   |
| Liabilitas<br>Liabilities                                                                                               | 5.192                               | 7.519                               | (2.327)                                                            | (30,95)                                |
| Pengeluaran Modal<br>Capital Expenditures                                                                               | 2.815                               | 2.100                               | 715                                                                | 34,05                                  |

| Pos Akun<br>Account                                                                  | Nilai<br>Value                      |                                     | Kenaikan (Penurunan)<br>2023-2024<br>Increase (Decrease) 2023-2024 |                                        |
|--------------------------------------------------------------------------------------|-------------------------------------|-------------------------------------|--------------------------------------------------------------------|----------------------------------------|
|                                                                                      | 2024<br>(Rp miliar)<br>(Rp billion) | 2023<br>(Rp miliar)<br>(Rp billion) | Nilai<br>(Rp miliar)<br>Value<br>(Rp billion)                      | Persentase<br>(%)<br>Percentage<br>(%) |
| <b>Rasio Profitabilitas (%)</b><br>Profitability Ratio (%)                           |                                     |                                     |                                                                    |                                        |
| Margin Operasi<br>Operating Margin                                                   | 20,29                               | 22,97                               | (2,68)                                                             | (11,68)                                |
| Margin EBITDA<br>EBITDA Margin                                                       | 27,28                               | 31,51                               | (4,23)                                                             | (13,44)                                |
| Margin Laba Sebelum Pajak terhadap Pendapatan<br>Profit Margin before Tax on Revenue | 21,57                               | 24,61                               | (3,04)                                                             | (12,37)                                |
| Margin Laba Bersih<br>Net Profit Margin                                              | 16,84                               | 19,25                               | (2,41)                                                             | (12,50)                                |

## LAINNYA

### Kegiatan pada Usaha Lainnya

Di samping produksi dan penjualan produk pupuk dan amoniak, Pupuk Kaltim juga mencatat kinerja segmen lainnya yang didapatkan dari kegiatan usaha dalam bidang konstruksi, angkutan, pergudangan, penjualan utilitas, dan pelayanan pabrik.

### Kinerja Keuangan serta Profitabilitas Usaha Lainnya

Berikut disampaikan tabel profitabilitas dari pengelolaan segmen Lainnya.

## OTHERS

### Activities in Other Businesses

In addition to the production and sale of fertilizer and ammonia products, Pupuk Kaltim also recorded other segment performance obtained from business activities in construction, transportation, warehousing, utility sales, and factory services.

### Financial Performance and Profitability of Other Businesses

The following table presents the profitability of management of the Other Business segment.

### Kinerja Keuangan dan Profitabilitas Segmen Lainnya, Periode 2023-2024

Financial Performance and Profitability of Other Business Segment, 2023-2024 Period

| Pos Akun<br>Account                                                | Nilai<br>Value                      |                                     | Kenaikan (Penurunan)<br>2023-2024<br>Increase (Decrease) 2023-2024 |                                        |
|--------------------------------------------------------------------|-------------------------------------|-------------------------------------|--------------------------------------------------------------------|----------------------------------------|
|                                                                    | 2024<br>(Rp miliar)<br>(Rp billion) | 2023<br>(Rp miliar)<br>(Rp billion) | Nilai<br>(Rp miliar)<br>Value<br>(Rp billion)                      | Persentase<br>(%)<br>Percentage<br>(%) |
| <b>Laba Rugi (Rp miliar)</b><br>Profit or Loss (Rp billion)        |                                     |                                     |                                                                    |                                        |
| <b>Pendapatan</b><br>Revenues                                      |                                     |                                     |                                                                    |                                        |
| Pendapatan Eksternal<br>External Revenues                          | 391                                 | 350                                 | 41                                                                 | 11,71                                  |
| Pendapatan antar Segmen<br>Inter-segment Revenues                  | 278                                 | 186                                 | 92                                                                 | 49,46                                  |
| <b>Pendapatan Bersih</b><br>Net Revenue                            | <b>669</b>                          | <b>536</b>                          | <b>133</b>                                                         | <b>24,81</b>                           |
| Beban Pokok Pendapatan<br>Cost of Revenue                          | (675)                               | (315)                               | (360)                                                              | 114,29                                 |
| Beban Penjualan<br>Selling Expenses                                | (16)                                | (34)                                | 18                                                                 | (52,94)                                |
| Beban Umum dan Administrasi<br>General and Administrative Expenses | (100)                               | (56)                                | (44)                                                               | 78,57                                  |
| Pendapatan Keuangan<br>Financial Income                            | 17                                  | 9                                   | 8                                                                  | 88,89                                  |
| Beban Keuangan<br>Financial Cost                                   | (2)                                 | (1)                                 | (1)                                                                | 100,00                                 |





| Pos Akun<br>Account                                                                                                  | Nilai<br>Value                      |                                     | Kenaikan (Penurunan)<br>2023-2024<br>Increase (Decrease) 2023-2024 |                                        |
|----------------------------------------------------------------------------------------------------------------------|-------------------------------------|-------------------------------------|--------------------------------------------------------------------|----------------------------------------|
|                                                                                                                      | 2024<br>(Rp miliar)<br>(Rp billion) | 2023<br>(Rp miliar)<br>(Rp billion) | Nilai<br>(Rp miliar)<br>Value<br>(Rp billion)                      | Persentase<br>(%)<br>Percentage<br>(%) |
| Bagian atas Laba Bersih Entitas Asosiasi dan Ventura Bersama<br>Share in Net Income of Associates and Joint Ventures | 108                                 | 78                                  | 30                                                                 | -                                      |
| Pendapatan Lainnya Bersih<br>Other Income, Net                                                                       | 1                                   | -                                   | 1                                                                  | -                                      |
| <b>Laba Sebelum Pajak Penghasilan<br/>Profit before Income Tax</b>                                                   | <b>2</b>                            | <b>220</b>                          | <b>(218)</b>                                                       | <b>(99,09)</b>                         |
| Beban Pajak Penghasilan<br>Income Tax Expenses                                                                       | (7)                                 | (48)                                | 41                                                                 | (85,42)                                |
| <b>Laba Tahun Berjalan<br/>Profit for the Year</b>                                                                   | <b>(5)</b>                          | <b>172</b>                          | <b>(177)</b>                                                       | <b>(102,91)</b>                        |
| <b>Posisi Keuangan (Rp miliar)<br/>Financial Position (Rp billion)</b>                                               |                                     |                                     |                                                                    |                                        |
| Aset<br>Assets                                                                                                       | 234                                 | 1.425                               | (1.191)                                                            | (83,58)                                |
| Liabilitas<br>Liabilities                                                                                            | 33                                  | 293                                 | (260)                                                              | (88,74)                                |
| Pengeluaran Modal<br>Capital Expenditures                                                                            | 17                                  | 82                                  | (65)                                                               | (79,27)                                |
| <b>Rasio Profitabilitas (%)<br/>Profitability Ratio (%)</b>                                                          |                                     |                                     |                                                                    |                                        |
| Margin Operasi<br>Operating Margin                                                                                   | (18,24)                             | 22,97                               | (41,21)                                                            | (179,39)                               |
| Margin EBITDA<br>EBITDA Margin                                                                                       | 43,01                               | 42,62                               | 0,39                                                               | 0,91                                   |
| Margin Laba Sebelum Pajak terhadap Pendapatan<br>Profit Margin before Tax on Revenue                                 | 0,30                                | 40,94                               | (40,64)                                                            | (99,27)                                |
| Margin Laba Bersih<br>Net Profit Margin                                                                              | (0,75)                              | 32,02                               | (32,77)                                                            | (102,33)                               |

Pada tahun 2024 laba berjalan untuk sektor lainnya mengalami penurunan 102,91% dari tahun sebelumnya, dipengaruhi oleh kenaikan atas beban pokok pendapatan sebesar Rp360 miliar atau 114,29% dari tahun sebelumnya.

In 2024, current profit for other sectors decreased by 102.91% from the previous year, influenced by an increase in the cost of revenue of Rp360 billion or 114.29% from the previous year.

## SEGMENT GEOGRAFIS

Selain segmen operasi yang menggambarkan kegiatan operasi dan usaha berdasarkan produk dan jasa, Perusahaan juga memberikan informasi terkait segmen geografis yang menggambarkan persebaran produksi dan pemasaran yang dikembangkan Pupuk Kaltim. Berikut disampaikan tabel persebaran penjualan produk Pupuk Kaltim.

## GEOGRAPHIC SEGMENT

In addition to the operating segment that describes operational and business activities based on products and services, the Company also provides information related to the geographical segment that describe the distribution of production and marketing developed by Pupuk Kaltim. The following is a table of the distribution of sales of Pupuk Kaltim products.



### Nilai Penjualan Pupuk Kaltim berdasarkan Persebaran Geografis Periode 2023–2024

Pupuk Kaltim Sales Value based on Geographical Distribution in the 2023–2024 Period

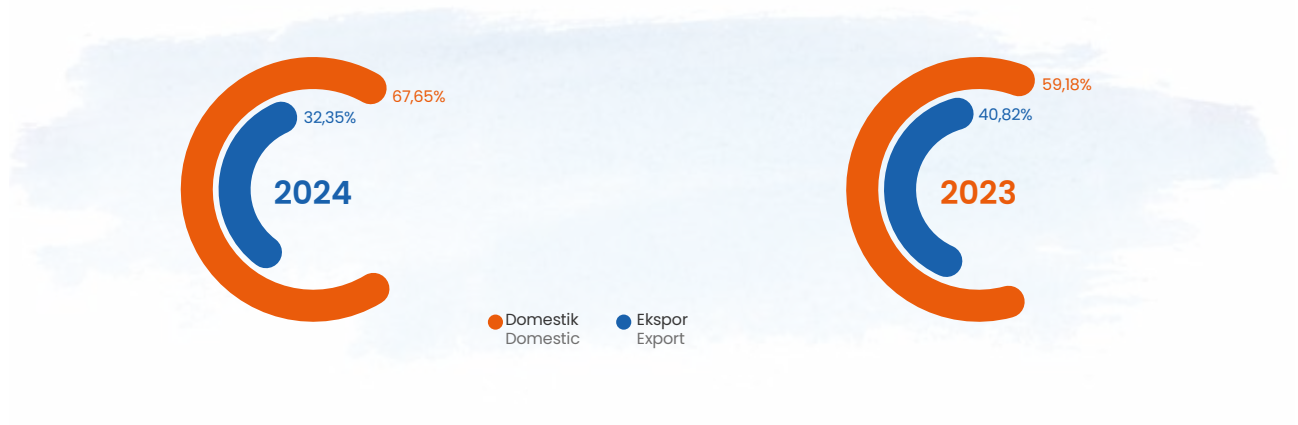
| Pasar yang Dituju<br>Target Market          | Nilai<br>Value                      |                                     | Kenaikan (Penurunan)<br>2023–2024<br>Increase (Decrease) 2023–<br>2024 |                                        | Komposisi<br>Composition |               |
|---------------------------------------------|-------------------------------------|-------------------------------------|------------------------------------------------------------------------|----------------------------------------|--------------------------|---------------|
|                                             | 2024<br>(Rp miliar)<br>(Rp billion) | 2024<br>(Rp miliar)<br>(Rp billion) | Nilai<br>(Rp miliar)<br>Value<br>(Rp billion)                          | Persentase<br>(%)<br>Percentage<br>(%) | 2024<br>(%)              | 2023<br>(%)   |
| Domestik<br>Domestic                        | 16.883                              | 13.736                              | 3.147                                                                  | 22,91                                  | 67,65                    | 59,18         |
| Ekspor<br>Export                            |                                     |                                     |                                                                        |                                        |                          |               |
| Australia                                   | 2.912                               | 1.152                               | 1.760                                                                  | 152,78                                 | 11,67                    | 4,96          |
| Filipina<br>Philippines                     | 1.3012                              | 675                                 | 626                                                                    | 92,74                                  | 5,21                     | 2,91          |
| Korea Selatan<br>South Korea                | 825                                 | 681                                 | 144                                                                    | 21,15                                  | 3,31                     | 2,93          |
| Jepang<br>Japan                             | 597                                 | 655                                 | (58)                                                                   | (8,85)                                 | 2,39                     | 2,82          |
| Vietnam                                     | 548                                 | 848                                 | (300)                                                                  | (35,38)                                | 2,20                     | 3,65          |
| India                                       | 537                                 | 1.049                               | (512)                                                                  | (48,81)                                | 2,15                     | 4,52          |
| Thailand                                    | 295                                 | 394                                 | (99)                                                                   | (25,13)                                | 1,18                     | 1,70          |
| Kolombia<br>Colombia                        | 267                                 | -                                   | 267                                                                    | -                                      | 1,07                     | -             |
| Tiongkok<br>China                           | 258                                 | 1.175                               | (917)                                                                  | (78,04)                                | 1,03                     | 5,06          |
| Taiwan                                      | 228                                 | 431                                 | (203)                                                                  | (47,10)                                | 0,91                     | 1,86          |
| Belgia<br>Belgium                           | 120                                 | -                                   | 120                                                                    | -                                      | 0,48                     | -             |
| Guatemala                                   | 100                                 | -                                   | 100                                                                    | -                                      | 0,40                     | -             |
| Malaysia                                    | 33                                  | 43                                  | (10)                                                                   | (23,26)                                | 0,13                     | 0,19          |
| Kamboja<br>Cambodia                         | 23                                  | -                                   | 23                                                                     | -                                      | 0,09                     | -             |
| Nikaragua<br>Nicaragua                      | 22                                  | -                                   | 22                                                                     | -                                      | 0,09                     | -             |
| Singapura<br>Singapore                      | 5                                   | 66                                  | (61)                                                                   | (92,42)                                | 0,02                     | 0,28          |
| Meksiko<br>Mexico                           | -                                   | 689                                 | (689)                                                                  | (100,00)                               | -                        | 2,97          |
| Cili<br>Chile                               | -                                   | 407                                 | (407)                                                                  | (100,00)                               | -                        | 1,75          |
| Amerika Serikat<br>United States of America | -                                   | 286                                 | (286)                                                                  | (100,00)                               | -                        | 1,23          |
| Maroko<br>Morocco                           | -                                   | 261                                 | (261)                                                                  | (100,00)                               | -                        | 1,12          |
| Brazil                                      | -                                   | 228                                 | (228)                                                                  | (100,00)                               | -                        | 0,98          |
| Myanmar                                     | -                                   | 196                                 | (196)                                                                  | (100,00)                               | -                        | 0,84          |
| Uruguay                                     | -                                   | 184                                 | (184)                                                                  | (100,00)                               | -                        | 0,79          |
| Argentina<br>Argentina                      | -                                   | 56                                  | (56)                                                                   | (100,00)                               | -                        | 0,24          |
| <b>Jumlah<br/>Total</b>                     | <b>24.957</b>                       | <b>23.210</b>                       | <b>1.746</b>                                                           | <b>7,52</b>                            | <b>100,00</b>            | <b>100,00</b> |





## Komposisi Nilai Penjualan Pupuk Kaltim Berdasarkan Persebaran Geografis

Composition of Pupuk Kaltim Sales Value Based on Geographical Distribution



Berdasarkan tabel di atas, nilai penjualan ekspor tertinggi didapatkan dari pasar tujuan Australia sebesar Rp2,91 triliun yang berasal dari penjualan amoniak ekspor serta pasar tujuan Filipina sebesar Rp1,30 triliun yang sebagian besar berasal dari penjualan amoniak ekspor.

Based on the above table, the highest export sales value was obtained from the Australian target market, which amounted to Rp2.91 trillion, which is from the sales export of ammonia, and the Philippine target market, which amounted to Rp1.30 trillion, most of which is from the sales export of ammonia.



# Aspek Pemasaran

## Marketing Aspect

### STRATEGI PEMASARAN

Pupuk Kaltim memiliki strategi yang diterapkan baik di penjualan subsidi maupun penjualan non subsidi yang terdiri dari sektor kebun, industri, retail dan ekspor. Strategi perusahaan adalah mengutamakan pemenuhan kewajiban PSO yaitu menjalankan arahan pemerintah republik Indonesia, untuk menyalurkan pupuk bersubsidi sesuai dengan ketentuan yang telah ditetapkan pemerintah. Di Penjualan Subsidi, Pupuk Kaltim berupaya untuk memastikan penyaluran pupuk mulai dari lini 1 hingga lini 3 dengan prinsip 6T yaitu tepat jenis, tepat jumlah, tepat harga, tepat tempat, tepat waktu dan tepat mutu. Disamping itu perusahaan bersama PT Pupuk Indonesia selalu berkerja sama dan berkomunikasi dengan pemerintah setempat, agar penyerapan subsidi maksimal dan sesuai ketentuan yang berlaku.

Di Penjualan Non Subsidi, untuk sektor ekspor khususnya Amoniak Pupuk Kaltim melakukan kontrak jangka panjang dengan pembeli besar. Selain itu untuk penjualan pupuk sektor kebun dan industri atau korporasi Pupuk Kaltim berupaya untuk memenuhi kebutuhan pelanggan di seluruh wilayah Indonesia, serta untuk sektor ritel Pupuk Kaltim menerapkan program distributor prioritas agar dapat menjual kepada kios dengan harga murah dan tanpa pembelian minimum. Perusahaan senantiasa mengevaluasi dinamika pergerakan harga urea dan amoniak serta melakukan strategi-strategi untuk mengoptimalkan laba sehubungan dengan perusahaan memiliki fleksibilitas dalam konfigurasi produksi amoniak dan urea pada batasan tertentu. Dengan melakukan upaya peningkatan produksi pada produk yang memiliki margin keuntungan yang lebih tinggi akan mengoptimalkan perolehan kinerja perusahaan.

Program lain adalah perusahaan menerapkan agrosolution atau makmur dengan pola budidaya pertanian berkelanjutan dengan melibatkan berbagai rantai pasok dari hulu ke hilir dengan ditunjang teknologi terbaru. Program ini bertujuan untuk meningkatkan produktifitas pertanian dalam suatu wilayah, perusahaan berperan untuk membantu petani di lapangan dari awal pengolahan tanah sampai selesai panen termasuk sebagai penyedia pupuk dan juga sebagai penyedia layanan pendampingan dengan melibatkan tenaga agronom yang direkrut khusus.

Pada wilayah pelosok dan penetrasi wilayah baru, Pupuk Kaltim juga menerapkan pola sosialisasi serta demplot agar petani paham dan mengenal produk yang dijual dan diharapkan petani tertarik untuk membeli dan menerima

### MARKETING STRATEGY

Pupuk Kaltim has a strategy that is implemented in both subsidized and non-subsidized sales consisting of the plantation, industrial, retail, and export sectors. The company's strategy is to prioritize the fulfillment of PSO obligations, namely carrying out the direction of the government of the Republic of Indonesia, to distribute subsidized fertilizers in accordance with the provisions set by the government. In Subsidized Sales, Pupuk Kaltim strives to ensure the distribution of fertilizers from line 1 to line 3 with the 6T principle, namely the right type, right amount, right price, right place, right time, and right quality. In addition, the company together with PT Pupuk Indonesia always cooperates and communicates with the local government to ensure that the absorption of subsidies is maximized and in accordance with applicable provisions.

In Non-Subsidized Sales, for the export sector, especially Ammonia, Pupuk Kaltim carries out long-term contracts with major buyers. In addition, for the plantation and industrial or corporate sectors, Pupuk Kaltim focuses on ensuring the availability of fertilizer to meet customer needs throughout Indonesia, and for the retail sector, Pupuk Kaltim implements a priority distributor program to ensure that it can sell to kiosks at low prices and without minimum purchases. The company constantly evaluates the dynamics of urea and ammonia price movements and conducts strategies to optimize profits as the company has flexibility in the configuration of ammonia and urea production within certain limits. By making efforts to increase production on products that have higher profit margins will optimize the company's performance.

Another program is that the company implements agrosolution or makmur with a sustainable agricultural cultivation pattern by involving various supply chains from upstream to downstream, supported by the latest technology. The objective of this program is to increase agricultural productivity in a region, the Company plays a role in assisting farmers in the field from the start of cultivating the land until the end of harvest, including as fertilizer provider and also as provider of assistance services by involving specially recruited agronomists.

In remote areas and penetrating new areas, Pupuk Kaltim also applies socialization patterns and demonstration plots so that farmers understand and become familiar with the products being sold and it is hoped that farmers





manfaat dari produk terbaik Pupuk Kaltim. Pendekatan lain untuk memaksimalkan penjualan perusahaan juga melakukan pemberdayaan petani dalam program “kampung biodex”, dimana program tersebut bertujuan petani dapat membuat pupuk kompos secara mandiri dan hasilnya dapat meningkatkan kesejahteraan petani. Selain produksi kompos, pada tahun 2024 program kampung Biodex juga berfokus pada sektor lain seperti usaha tani dengan mendirikan koperasi yang menjual berbagai produk pertanian dan melayani masyarakat dengan program pelatihan kepada warga dalam hal pembuatan pestisida organik, ternak lele dan sebagainya.

### PANGSA PASAR

Pupuk Kaltim sebagai produsen pupuk urea terbesar di Asia Tenggara juga memenuhi kebutuhan nasional untuk pupuk non subsidi serta berkontribusi memenuhi permintaan internasional. Pada lingkup nasional, volume penjualan urea non subsidi dalam negeri sebesar 1,6 juta ton. Pupuk Kaltim memegang kontribusi yang cukup besar di lingkungan nasional untuk memasok kebutuhan subsidi, dengan jumlah 1,1 juta ton atau sejumlah 16% dari total kebutuhan nasional sebesar 9,55 Juta ton. Namun di awal tahun 2024, alokasi yang terbit hanya 4,7 juta ton, hal ini memberikan peluang non subsidi domestik khususnya penjualan pupuk urea cukup besar.

Sedangkan pada lingkup internasional, Pupuk Kaltim melakukan ekspor Urea sebanyak 1,03 juta ton. Pupuk Kaltim melakukan ekspor amoniak sebesar 447 ribu ton. Tujuan ekspor amoniak mencakup negara-negara Asia Timur, Asia Tenggara, Asia Selatan, Asia Pasifik, Amerika, dan Afrika. Pasar Amoniak sebagian besar terdiri dari

will be interested in buying and receiving benefits from Pupuk Kaltim’s best products. Another approach to maximize sales is to empower farmers in the “Biodex Village” program, with the objective to enable farmers to make compost independently and the results can improve the welfare of farmers. In addition to compost production, in 2024 the Biodex Village program also focuses on other sectors, such as farming, by establishing cooperatives that sell various agricultural products and serve the community with training programs for residents in making organic pesticides, raising catfish, and others.

### MARKET SHARE

Pupuk Kaltim as the largest urea fertilizer producer in Southeast Asia also meets the national demand for non-subsidized fertilizers and contributes to meeting international demand. At the national level, domestic sales volume of non-subsidized urea amounted to 1.6 million tons. Pupuk Kaltim holds a considerable contribution in the national environment to supply subsidized needs, with a total of 1.1 million tons or 16% of the total national demand of 9.55 million tons. However, at the beginning of 2024, the published allocation is only 4.7 million tons, this provides a large opportunity for domestic non-subsidies, especially urea fertilizer sales.

While in the international scope, Pupuk Kaltim exported 1.03 million tons of urea. Pupuk Kaltim exported 447 thousand tons of ammonia. Ammonia export destinations include countries in East Asia, Southeast Asia, South Asia, Asia Pacific, America, and Africa. Ammonia market mostly consists of industrial companies that use ammonia as





perusahaan industri yang menggunakan amoniak sebagai bahan baku. Pada pasar nasional, Pupuk Kaltim menjual sebesar 320 ribu ton amoniak. Pasar domestik meliputi perusahaan industri di Kawasan Pupuk Kaltim dan perusahaan petrokimia lainnya.

Penjualan juga dilakukan Pupuk Kaltim untuk memenuhi kebutuhan pupuk majemuk dalam negeri baik untuk subsidi maupun non subsidi. Pupuk Kaltim berfokus untuk menyalurkan pupuk subsidi karena alokasi pupuk NPK subsidi yang diberikan kepada Pupuk Kaltim di tahun 2024 lebih besar dibandingkan alokasi pupuk NPK subsidi tahun 2023, dimana di tahun sebelumnya alokasi pupuk NPK subsidi sebesar 52 ribu ton dan di tahun 2024 alokasi yang diberikan sebesar 346 ribu ton. Volume penjualan NPK subsidi sebesar 295 ribu ton. Sementara volume penjualan NPK non subsidi sebesar 19 ribu ton.

raw material. In the national market, Pupuk Kaltim sold 320 thousand tons of ammonia. The domestic market includes industrial companies in the East Kalimantan Fertilizer Region and other petrochemical companies.

Sales are also made by Pupuk Kaltim to meet domestic compound fertilizer needs for both subsidies and non-subsidies. Pupuk Kaltim focuses on distributing subsidized fertilizers because the allocation of subsidized NPK fertilizer given to Pupuk Kaltim in 2024 is greater than the allocation of subsidized NPK fertilizer in 2023, where in the previous year the allocation of subsidized NPK fertilizer was 52 thousand tons and in 2024 the allocation given was 346 thousand tons. The sales volume of subsidized NPK was 295 thousand tons. While the sales volume of non-subsidized NPK was 19 thousand tons.



# Teknologi

## Technology

### Teknologi Mesin Produksi

Production Machine Technology

| Jenis Mesin<br>Machine Type | Merk dan Tipe<br>Brand and Type | Teknologi<br>Technology                 | Negara Pembuat<br>Manufacturing Country | Tahun Pembuat<br>Manufacturing Year | Tahun Perolehan<br>Year of Acquisition | Jumlah<br>Total |
|-----------------------------|---------------------------------|-----------------------------------------|-----------------------------------------|-------------------------------------|----------------------------------------|-----------------|
| Pabrik 2<br>Plant 2         | Amoniak<br>Ammonia              | Kellog                                  | Amerika Serikat dan Belanda             | 1981                                | 1984                                   | 1               |
|                             | Urea<br>Urea                    | CO <sub>2</sub> Stripping Stamicarbon   | Belanda                                 |                                     |                                        | 1               |
| Pabrik 3<br>Plant 3         | Amoniak<br>Ammonia              | Haldor Topsoe                           | Denmark                                 | 1985                                | 1988                                   | 1               |
|                             | Urea<br>Urea                    | CO <sub>2</sub> Stripping Stamicarbon   | Belanda                                 |                                     |                                        | 1               |
| Pabrik 4<br>Plant 4         | Amoniak<br>Ammonia              | Haldor Topsoe                           | Denmark                                 | 1999                                | 2002                                   | 1               |
|                             | Urea<br>Urea                    | NH <sub>3</sub> Stripping Snamprogettin | Italia                                  |                                     |                                        | 1               |
| Pabrik 1A<br>Plant 1A       | Amoniak<br>Ammonia              | Haldor Topsoe                           | Denmark                                 | 1996                                | 1999                                   | 1               |
|                             | Urea<br>Urea                    | CO <sub>2</sub> Stripping Stamicarbon   | Belanda                                 |                                     |                                        | 1               |
| Pabrik 5<br>Plant 5         | Amoniak<br>Ammonia              | Kellog                                  | Amerika Serikat                         | 2012                                | 2015                                   | 1               |
|                             | Urea<br>Urea                    | ACES-21 (Toyo Engineering Corporation)  | Jepang                                  |                                     |                                        | 1               |
| Pabrik NPK<br>Plant NPK     | Steam Granulation               | Fused                                   | SRICI, Tiongkok                         | 2008                                | 2011                                   | 2               |
|                             | Mechanical Blending             | Blending                                |                                         |                                     |                                        | 2               |

Pupuk Kaltim memiliki 13 Pabrik berteknologi mutakhir, dengan teknologi yang digunakan berbeda-beda. Rincian penjelasan sebagai berikut:

- Pabrik Amoniak 3, 4, dan 1A menggunakan teknologi *Haldor Topsoe* dengan negara pembuat, yaitu Denmark;
- Pabrik Amoniak 2 dan 5 menggunakan teknologi Kellogg dengan negara pembuat, yaitu Amerika Serikat dan Belanda;
- Pabrik Urea 2, 3 dan 1A menggunakan teknologi CO<sub>2</sub> *Stripping Stamicarbon* dengan negara pembuat, yaitu Belanda;
- Pabrik Urea 4 menggunakan teknologi CO<sub>2</sub> *Stripping Snamprogetti* dengan negara pembuat, yaitu Italia;
- Pabrik Urea 5 menggunakan teknologi ACES-21 (Toyo Engineering Corporation) dengan negara pembuat, yaitu Jepang; dan
- Pabrik NPK memiliki 2 (dua) tipe, yaitu *Steam Granulation (Fused)* dan *Mechanical Blending (Blending)* dengan negara pembuat, yaitu SRICI, Tiongkok.

Pupuk Kaltim has 13 state-of-the-art plants, with the technology used varies, with the following description:

- Ammonia Plants 3, 4, and 1A use Haldor Topsoe technology, manufactured by Denmark;
- Ammonia Plants 2 and 5 use Kellogg technology, manufactured by the United State of America and Netherlands;
- Urea Plants, 2, 3, and 1A use CO<sub>2</sub> Stripping Stamicarbon technology, manufactured by the Netherlands
- Urea Plant 4 uses CO<sub>2</sub> Stripping Snamprogetti technology, manufactured by Italy;
- Urea Plant 5 uses ACES-21 (Toyo Engineering Corporation) technology, manufactured by Japan; and
- The NPK Plant has 2 types, namely Steam Granulation (Fused) and Mechanical Blending (Blending), manufactured by SRICI in China.



Tahun pembuatan dan perolehan Pabrik Amoniak, Urea dan NPK masing-masing adalah 1981-1984 (Pabrik 2), 1985-1988 (Pabrik 3), 1999-2002 (Pabrik 4), 1996-1999 (Pabrik 1A), 2012-2015 (Pabrik 5), dan 2008-2011 (Pabrik NPK).

### INFORMASI TENTANG PROYEK STRATEGIS NASIONAL ATAU PENUGASAN LAIN

Merujuk Peraturan Menteri Koordinator Bidang Perekonomian RI No. 21 Tahun 2022 bahwa Kawasan Industri Pupuk Fakfak (KIPF) di Papua Barat sebagai salah satu Proyek Strategis Nasional (PSN) dan melalui surat No. 25249/A/LT/1/H22/ET/2022 PT Pupuk Indonesia (Persero) menugaskan PKT sebagai pelaksana dan penanggungjawab untuk melakukan pengembangan PSN KIPF melalui Pembangunan Pabrik Ammonia kapasitas 2.500 MTPD, Pabrik Urea kapasitas 3.500 MTPD, serta fasilitas pendukungnya.

Pengembangan PSN KIP Fakfak berdasarkan pertimbangan strategis yang utamanya untuk mendukung program ketahanan pangan pemerintah yang telah tercantum dalam “Asta Cita” dari Presiden, perekonomian nasional, serta pemerataan pembangunan nasional. Selain itu, pengembangan KIP Fakfak juga bertujuan menjadikan Kabupaten Fakfak, Papua Barat, sebagai kawasan pupuk terintegrasi pertama di wilayah timur Indonesia, mengingat kawasan pupuk saat ini terkonsentrasi di wilayah barat Indonesia, seperti di Sumatera, Jawa, serta Kalimantan, dan belum ada pembangunan kawasan baru selama lebih dari 40 tahun.

KIP Fakfak juga diharapkan dapat mempercepat pengembangan Papua sebagai sentra produksi pangan dan hilirisasi industri berbasis migas, mineral, dan kimia dasar, guna meningkatkan daya saing industri nasional secara global. Pengembangan ini sekaligus akan mendekatkan akses pasokan pupuk ke wilayah Indonesia timur, sehingga menurunkan biaya logistik yang selama ini tinggi karena pasokan berasal dari wilayah barat. Papua Barat sendiri memiliki cadangan gas yang berpotensi dimonetisasi menjadi produk hilir seperti amonia dan urea, serta turunannya.

Secara ekonomi, pengembangan KIP Fakfak seharusnya memicu *multiplier effect* yang menggerakkan perekonomian negara dan daerah secara langsung maupun tidak langsung. Bagi pemerintah pusat, proyek ini akan mendukung program kedaulatan pangan, memperluas pasokan pupuk ke wilayah timur, meningkatkan penerimaan negara dari pajak dan dividen, serta memperbesar kontribusi Tingkat Komponen Dalam Negeri (TKDN). Pemerintah daerah juga akan memperoleh manfaat dari peningkatan pendapatan melalui pajak dan retribusi daerah, serta potensi tumbuhnya kawasan industri baru yang dapat menarik investor. Bagi masyarakat sekitar, proyek ini membuka lapangan kerja pada masa konstruksi dan operasional serta memberikan peluang pemberdayaan ekonomi lokal.

The years of manufacture and acquisition for the Ammonia, Urea, and NPK plants are 1981-1984 (Plant 2), 1985-1988 (Plant 3), 1999-2002 (Plant 4), 1996-1999 (Plant 1A), 2012-2015 (Plant 5), and 2008-2011 (NPK Plant).

### INFORMATION ABOUT NATIONAL STRATEGIC PROJECTS OR OTHER ASSIGNMENTS

Referring to the Regulation of the Coordinating Minister for Economic Affairs of the Republic of Indonesia No. 21 of 2022 that the Fakfak Fertilizer Industrial Area (KIPF) in West Papua is one of the National Strategic Projects (PSN) and through letter No. 25249/A/LT/1/H22/ET/2022, PT Pupuk Indonesia (Persero) assigned Pupuk Kaltim as the implementer and person in charge of developing KIPF PSN through the construction of Ammonia Plant with a capacity of 2,500 MTPD, Urea Plant with capacity of 3,500 MTPD, and supporting facilities.

The development of KIP Fakfak PSN is based on strategic considerations that are primarily to support the government's food security program, which has been stated in the President's “Asta Cita”, the national economy, and equitable national development. In addition, the development of KIP Fakfak also aims to make Fakfak Regency, West Papua, the first integrated fertilizer area in eastern Indonesia, considering that fertilizer areas are currently concentrated in western Indonesia, such as in Sumatra, Java, and Kalimantan, and there has been no new area development for more than 40 years.

KIP Fakfak is also expected to accelerate the development of Papua as a center for food production and downstreaming of oil and gas, mineral, and basic chemical-based industries, which will ultimately increase the competitiveness of the national industry globally. This development will also bring access to fertilizer supplies closer to eastern Indonesia, reducing the high logistics costs due to the origin of supplies from the western region. West Papua itself has gas reserves that have the potential to be monetized into downstream products, such as ammonia and urea, and their by-products.

Economically, the development of KIP Fakfak should trigger a multiplier effect that drives the national and regional economy directly and indirectly. For the central government, this project will support the food sovereignty program, expand the supply of fertilizer to the eastern region, increase state revenue from taxes and dividends, and increase the contribution of the Domestic Component Level (TKDN). The local government will also benefit from increased revenue through regional taxes and levies, as well as the potential for the growth of new industrial areas that can attract investors. For the surrounding community, this project opens employment opportunities during the construction and operational periods and provides opportunities for local economic empowerment.





Secara keseluruhan, pengembangan KIP Fakfak menjadi langkah strategis untuk menggerakkan pembangunan dan perekonomian nasional, khususnya di wilayah timur Indonesia.

Overall, the development of KIP Fakfak is a strategic step to drive national development and the economy, especially in eastern Indonesia.

## PENELITIAN DAN PENGEMBANGAN

### Penelitian

Sebagai upaya peningkatan daya saing serta revenue Perusahaan, Pupuk Kaltim menetapkan pelaksanaan R&D di dalam salah satu pilar strategi, yaitu *value-added downstream* dan pondasi strategi, yaitu *digital transformation & innovation* pada *strategic house* Pupuk Kaltim. Mengacu pada *roadmap* riset Pupuk Indonesia Grup, Pupuk Kaltim merupakan *Center of Excellence* yang fokus dalam pengembangan program-program riset yang menjadi komponen pencapaian *milestone* terkait *Precision Agriculture*, *Biofertilizer*, dan *Sustainable Industry*.

#### a. Precision Agriculture

Dalam rangka penerapan *precision* dan *smart farming*, Pupuk Kaltim terus melakukan penyempurnaan sistem *Precision Agriculture Platform for Oil Palm* (PreciPalm) melalui program pengembangan fitur inventarisasi pokok kelapa sawit per satuan luas (*tree counting*) berbasis Citra Resolusi Sangat Tinggi (CSRT) dan penambahan pemodelan unsur hara mikro untuk Ca, Cu, Fe, B, Mn, dan Zn, serta program integrasi dengan PreciX. Pengembangan ini bertujuan agar dari sistem perhitungan pohon sawit berbasis citra ini dapat diperoleh informasi populasi aktual dengan cepat dan perhitungan kebutuhan pupuk menjadi lebih akurat, serta pemetaan kandungan unsur hara makro dan mikro pada tanaman kelapa sawit sampai dengan rekomendasinya dapat mudah diberikan dan bersifat *real time*.

#### b. Biofertilizer

Dalam melakukan pengembangan produk baru, Pupuk Kaltim mempertimbangkan berbagai aspek, salah satu yang bersifat fundamental adalah upaya mendukung praktik pertanian berkelanjutan (*sustainable agriculture*). Oleh karena itu, Pupuk Kaltim melakukan pengembangan produk-produk yang memiliki kandungan nutrisi *input* yang berimbang, yaitu komposisi organik kompleks, anorganik, dan agen hayati seperti produk pupuk kombinasi anorganik dan hayati yaitu pupuk Urea + mikroba (merek Daun Buah) dan NPK + mikroba (merek Pelangi JOS) untuk komoditi hortikultura dan perkebunan khususnya kelapa sawit. Selain itu, juga telah diperoleh produk biostimulan senyawa humat (merek Humactive) sebagai amelioran atau pembenah tanah. Seluruh produk yang dikembangkan kini telah lolos fase *Product Market to Fit*, yang merupakan tahap riset kesiapan dan tingkat penerimaan pelanggan sebelum memasuki komersialisasi produk.

## RESEARCH AND DEVELOPMENT

### Research

As an effort to increase the Company's competitiveness and revenue, Pupuk Kaltim sets the implementation of R&D in one of the strategy pillars, namely *value-added downstream* and strategy foundation, namely *digital transformation & innovation* in Pupuk Kaltim strategic house. Referring to Pupuk Indonesia Group's research roadmap, Pupuk Kaltim is a *Center of Excellence* that focuses on developing research programs that are components of achieving milestones related to *Precision Agriculture*, *Biofertilizer*, and *Sustainable Industry*.

#### a. Precision Agriculture

In order to implement *precision* and *smart farming*, Pupuk Kaltim continuously improves the *Precision Agriculture Platform for Oil Palm* (PreciPalm) system through a program to develop oil palm tree inventory features per unit area (*tree counting*) based on very high resolution imagery (CSRT) and the addition of micronutrient modeling for Ca, Cu, Fe, B, Mn, and Zn, as well as an integration program with PreciX. The objective of this development is to obtain actual population information quickly from the image-based oil palm tree counting system and make fertilizer requirement calculations more accurate, as well as mapping the content of macro and micronutrients in oil palm crops, up to recommendations that can be easily provided and are real time.

#### b. Biofertilizer

In developing new products, Pupuk Kaltim considers various aspects, one of the fundamental aspects is the effort to support sustainable agriculture practices. Therefore, Pupuk Kaltim develops products that have a balanced input nutrient content, namely complex organic, inorganic, and biological agent compositions, such as inorganic-biological combination fertilizer products, namely Urea + microbes (Daun Buah brand) and NPK + microbes (Pelangi JOS brand) for horticultural and plantation commodities, especially oil palm. In addition, a biostimulant product of humic compounds (Humactive brand) has also been obtained as an ameliorant or soil conditioner. All products that have been developed have passed the *Product Market to Fit* phase, which is the stage of readiness research and customer acceptance level before entering the product commercialization phase.





**c. Sustainable Industry**

Dalam rangka mewujudkan *sustainable industry*, Pupuk Kaltim memiliki program yang bertujuan untuk memperkuat lini produk biodekomposer dan mendorong penerapan sistem terstandarisasi terkait penggunaan *in-situ decomposer*. Pupuk Kaltim melakukan reformulasi produk bioaktivator merek Biodex untuk memperoleh produk dengan rate dekomposisi yang lebih cepat dan efektif. Selain itu juga terdapat program *co-firing biomass* di boiler batu bara. Program ini merupakan bentuk komitmen Perusahaan dalam penggunaan energi terbarukan serta upaya dekarbonisasi. Pupuk Kaltim telah berhasil melakukan uji coba implementasi pemanfaatan limbah biomassa sebesar 5% substitusi sebagai bahan bakar *cofiring* di boiler batu bara. Biomassa yang digunakan berasal dari limbah perkebunan kelapa sawit yaitu pelepah dan daun yang diperoleh melalui kerja sama dengan petani sawit rakyat maupun korporasi PT Kalimantan Agro Nusantara. Implementasi *cofiring* juga mendorong pemanfaatan limbah perkebunan, sehingga memberikan nilai *circular economy* dan pemberdayaan masyarakat petani sawit sekitar pupuk kaltim (*community development*), serta dukungan kepada Pemerintah dalam pencapaian *Net Zero Emission* tahun 2060. Tidak hanya itu, Perusahaan juga tengah mengembangkan katalis (*adsorben*) untuk proses produksi amonia melalui program riset kolaboratif guna mendukung kemandirian teknologi anak bangsa demi kemajuan industri berbasis riset dan inovasi di Indonesia.

**Pengembangan Proyek**

Sebagai upaya menjadi perusahaan berskala global dan peningkatan daya saing perusahaan, Pupuk Kaltim telah menetapkan strategi pelaksanaan proyek-proyek pengembangan dalam ketiga pilar strategis, yaitu pilar *Global Cost Leader* melalui proyek *revamping* amoniak Pabrik-2, pilar *Fertilizer Scale-Up* melalui pembangunan Pabrik Ammonia Urea Papua Barat, serta Pilar *value-added downstream* melalui pembangunan pabrik soda ash dan penyiapan lahan industri 2.

**a. Revamping Ammonia Pabrik-2**

Sebagai upaya perusahaan untuk melakukan efisiensi energi, maka Pupuk Kaltim melakukan Program *Revamping Ammonia* Pabrik-2 yang telah dimulai sejak tahun 2023 dan diharapkan dapat selesai pada tahun 2025, atas kegiatan *revamping* ini diharapkan konsumsi energi pabrik dapat turun sekitar 4,00 MMBtu/ton sehingga pabrik lebih efisien, produk urea dan amoniak lebih kompetitif dan dapat menurunkan emisi CO<sub>2</sub> sebesar 110.000 ton/tahun dan mendukung program *Environmental, Social* dan *Governance* (ESG) Perusahaan.

**c. Sustainable Industry**

In order to realize a sustainable industry, Pupuk Kaltim has a program with the objective of strengthening the biodecomposer product line and encouraging the implementation of a standardized system related to the use of *in-situ decomposers*. Pupuk Kaltim reformulates the Biodex brand bioactivator product to obtain a product with a faster and more effective decomposition rate. In addition, there is also a biomass cofiring program in coal boilers. This program is a form of the Company's commitment to the use of renewable energy and decarbonization efforts. Pupuk Kaltim has successfully conducted a trial implementation of biomass waste utilization by 5% substitution as cofiring fuel in coal boilers. The biomass used is from oil palm plantation waste, namely fronds and leaves obtained through cooperation with oil palm farmers and corporation, PT Kalimantan Agro Nusantara. The implementation of cofiring also encourages the utilization of plantation waste, subsequently providing circular economy value and empowerment of oil palm farmers in the vicinity of Pupuk Kaltim (community development), as well as support for the Government in achieving Net Zero Emission in 2060. Furthermore, the Company is also developing a catalyst (adsorbent) for the ammonia production process through a collaborative research program to support the independence of the nation's technology for the advancement of research and innovation-based industry in Indonesia.

**Project Development**

In an effort to become a global company and increase its competitiveness, Pupuk Kaltim has established a strategy to implement development projects in three strategic pillars, namely the *Global Cost Leader* pillar through the revamping of the Ammonia Plant-2, the *Fertilizer Scale-Up* pillar through the construction of the West Papua Ammonia Urea Plant, and the *value-added downstream* pillar through the construction of a soda ash plant and the preparation of industrial land 2.

**a. Revamping of Ammonia Plant-2**

As part of the Company's efforts to achieve energy efficiency, Pupuk Kaltim is carrying out the Ammonia Plant-2 Revamping Program, which started in 2023 and is expected to be completed in 2025. The revamping project is expected to reduce the ammonia energy consumption of Plant-2 by approximately 4.00 MMBtu/ton, thereby improving the plant's efficiency, making urea and ammonia products more competitive and reducing CO<sub>2</sub> emissions by 110,000 tons/year and support the Company's *Environmental, Social* and *Governance* (ESG) program.





b. Pembangunan Pabrik Soda Ash

Pembangunan Pabrik Soda Ash diharapkan dapat memberikan dukungan atas penyediaan produk soda ash bagi Indonesia, sehingga kegiatan impor produk soda ash dapat dikurangi dan dapat menggunakan soda ash yang di produksi di dalam negeri, serta memperkuat daya saing Perusahaan di pasar global. Sejalan dengan prinsip ESG yang diusung Pupuk Kaltim, pembangunan Pabrik Soda Ash ini juga sebagai upaya Perusahaan untuk menurunkan emisi CO<sub>2</sub> di mana CO<sub>2</sub> digunakan sebagai bahan baku dengan kebutuhan sebesar 174.000 ton per tahun. Pada tahun 2024, proses penyiapan lahan untuk proyek Pabrik Soda Ash telah selesai dan proses pembahasan *draft* kontrak EPC Pabrik berlangsung dilakukan.

c. Proyek Ammonia – Urea Papua Barat

Sebagai upaya Pupuk Kaltim untuk meningkatkan kapasitas produksi amoniak dan urea dalam rangka mendukung program ketahanan pangan pemerintah serta sebagai bentuk pengembangan usaha untuk mendekati sumber bahan baku gas yang masih besar dan kompetitif dibandingkan sumber gas di Kalimantan Timur, maka Pupuk Kaltim akan melakukan pembangunan pabrik baru di Papua dengan kapasitas Ammonia 2.500 MTPD dan Urea 3.500 MTPD.

d. Penyiapan Lahan Industri Tahap-2

Proyek penyiapan lahan industri bertujuan untuk mendapatkan lahan yang matang dan siap bangun untuk mendukung proyek pengembangan Pupuk Kaltim ke depan. Proyek penyiapan lahan telah selesai pada tahun 2024 dan telah dilakukan *Close Out Report* sebagai bentuk laporan progres pekerjaan penyiapan lahan yang telah dikerjakan dari tahun 2019 hingga tahun 2024.

b. Construction of Soda Ash Plant

The construction of the Soda Ash Plant is expected to provide support for the provision of soda ash products for Indonesia, subsequently reducing the import of soda ash products and allowing the use of domestically produced soda ash, as well as strengthen the Company's competitiveness in the global market. In line with the Principles of Environmental, Social and Governance (ESG) carried by Pupuk Kaltim, the Construction of the Soda Ash Plant is also an effort by the Company to reduce CO<sub>2</sub> emissions, in which CO<sub>2</sub> is used as a raw material with a requirement of 174,000 tons/year. In 2024, the soda ash land preparation process has been completed and the process of discussing the EPC contract draft for the factory is currently underway.

c. West Papua Ammonia – Urea Project

As an effort by Pupuk Kaltim to increase ammonia and urea production capacity to support the government's food security program and as a form of business development to get closer to large and competitive source of gas raw materials compared to gas sources in East Kalimantan, Pupuk Kaltim will build a new factory in Papua with a capacity of 2,500 MTPD of Ammonia and 3,500 MTPD of Urea.

d. Industrial Land Preparation Phase-2

The industrial land preparation project has the objective to obtain mature and ready-to-build land to support the future Pupuk Kaltim development project. The land preparation project was completed in 2024 and is currently in the process of preparing the Close Out Report as a form of progress report on land preparation work that has been carried out from 2019 to 2024



# Analisis Kinerja Keuangan

## Financial Performance Analysis

Dalam menyusun analisis dan pembahasan kinerja keuangan dalam laporan tahunan ini mengacu pada Laporan Keuangan Konsolidasian PT Pupuk Kaltim untuk tahun buku yang berakhir pada 31 Desember 2024 yang telah diaudit oleh Kantor Akuntan Publik Rintis, Jumadi, Rianto & Rekan dan 31 Desember 2023 yang telah diaudit Kantor Akuntan Publik Tanudiredja Wibisana, Rintis dan Rekan. Penyajian dan pengungkapan laporan keuangan konsolidasian Perusahaan disusun dan disajikan sesuai Standar Akuntansi Keuangan di Indonesia, yaitu Pernyataan Standar Akuntansi Keuangan (PSAK), yang diterbitkan oleh Ikatan Akuntan Indonesia (IAI).

In preparing the financial performance analysis and discussion of this annual report, we refer to the Consolidated Financial Statements of PT Pupuk Kaltim for the financial years ended December 31, 2024 and December 31, 2023, which have been audited by the Public Accounting Firm Rintis, Jumadi, Rianto & Rekan and December 31, 2023 audited by Public Accounting Firm Tanudiredja Wibisana, Rintis and Rekan. Presentation and disclosure of the Company's consolidated financial statements are prepared and presented in accordance with Standards Financial Accounting in Indonesia, namely the Statement of Financial Accounting Standards (PSAK), published by the Indonesian Institute of Accountants (IAI).

### POSISI KEUANGAN KONSOLIDASIAN

### CONSOLIDATED STATEMENTS OF FINANCIAL CONDITIONS

#### Posisi Keuangan Konsolidasian Periode 2023-2024

Consolidated Financial Position for the 2023-2024 Period

| Pos Akun<br>Account                                                   | Nilai<br>Value                      |                                     | Kenaikan (Penurunan)<br>2023-2024<br>Increase (Decrease) 2023-2024 |                                        |
|-----------------------------------------------------------------------|-------------------------------------|-------------------------------------|--------------------------------------------------------------------|----------------------------------------|
|                                                                       | 2024<br>(Rp miliar)<br>(Rp billion) | 2023<br>(Rp miliar)<br>(Rp billion) | Nilai<br>(Rp miliar)<br>Value<br>(Rp billion)                      | Persentase<br>(%)<br>Percentage<br>(%) |
| <b>Aset<br/>Assets</b>                                                |                                     |                                     |                                                                    |                                        |
| Jumlah Aset<br>Total Assets                                           | 38.111                              | 37.920                              | 191                                                                | 0,50                                   |
| <b>Liabilitas dan Ekuitas<br/>Liabilities and Equity</b>              |                                     |                                     |                                                                    |                                        |
| Jumlah Liabilitas<br>Total Liabilities                                | 5.104                               | 7.718                               | (2.614)                                                            | (33,87)                                |
| Jumlah Ekuitas<br>Total Equity                                        | 33.007                              | 30.202                              | 2.805                                                              | 9,29                                   |
| <b>Jumlah Liabilitas dan Ekuitas<br/>Total Liabilities and Equity</b> | <b>38.111</b>                       | <b>37.920</b>                       | <b>191</b>                                                         | <b>0,50</b>                            |

Posisi keuangan Perusahaan tahun 2024 menunjukkan pertumbuhan aset. Total aset Perusahaan senilai Rp38,11 triliun, meningkat 0,50% dibanding tahun 2023. Di sisi lain, liabilitas Perusahaan senilai Rp5,10 triliun, menurun 33,87% dibanding tahun sebelumnya. Sedangkan ekuitas Perusahaan meningkat 9,29% atau sebesar Rp33,00 triliun di 2024 dari Rp30,20 triliun di tahun 2023. Peningkatan posisi keuangan tersebut terutama disebabkan faktor-faktor yang diuraikan dibawah ini.

The Company's financial position in 2024 indicated asset growth. The Company's total assets amounted to Rp38.11 trillion, an increase of 0.50% compared to 2023. On the other hand, the Company's liabilities amounted to Rp5.10 trillion, a decrease of 33.87% compared to the previous year. Meanwhile, the Company's equity increased by 9.29% or in the amount of Rp33.00 trillion in 2024 compared to Rp30.20 trillion in 2023. The increase in the financial position was mainly due to the following factors.





## Aset

Aset Perusahaan adalah sumber daya yang dimiliki oleh Perusahaan dan dapat dikalkulasi secara finansial, terdiri dari aset lancar dan aset tidak lancar. Total aset Perusahaan tahun 2024 senilai Rp38,11 triliun atau meningkat 0,50% dibanding tahun sebelumnya senilai Rp37,92 triliun, disebabkan karena peningkatan aset tetap sebesar 5,28% dibanding tahun sebelumnya senilai Rp21,87 triliun, seiring dengan meningkatnya konstruksi aset, pembangunan sarana dan prasarana, dan peralatan pabrik.

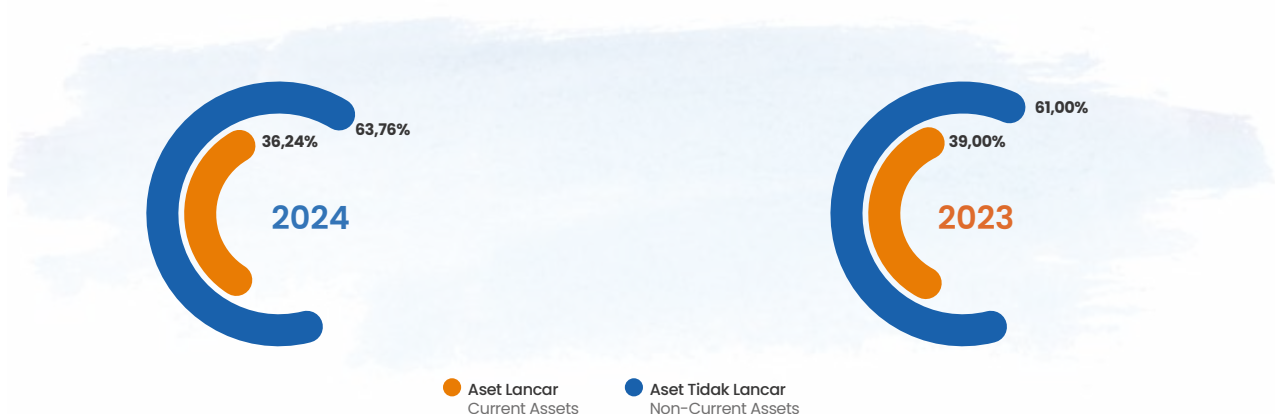
## Assets

The Company's assets are resources owned by the Company and can be calculated financially, consisting of current assets and non-current assets. The Company's total assets in 2024 amounted to Rp38.11 trillion or an increase of 0.50% compared to Rp37.92 trillion in the previous year, which was mainly due to a 5.28% increase in fixed assets compared to Rp21.87 trillion in the previous year, which is in line with the increase in asset construction, construction of facilities and infrastructure, and plant equipment.

### Aset Periode 2023-2024

Assets in the 2023-2024 Period

| Pos Akun<br>Account                     | Nilai<br>Value                              |                                             | Kenaikan (Penurunan)<br>2023-2024<br>Increase (Decrease)<br>2023-2024 |                                        | Komposisi<br>Composition |               |
|-----------------------------------------|---------------------------------------------|---------------------------------------------|-----------------------------------------------------------------------|----------------------------------------|--------------------------|---------------|
|                                         | 2024<br>(Rp miliar)<br>2024<br>(Rp billion) | 2023<br>(Rp miliar)<br>2023<br>(Rp billion) | Nilai<br>(Rp miliar)<br>Value<br>(Rp billion)                         | Persentase<br>(%)<br>Percentage<br>(%) | 2024<br>(%)              | 2023<br>(%)   |
| Aset Lancar<br>Current Assets           | 13.812                                      | 14.787                                      | (975)                                                                 | (6,59)                                 | 36,24                    | 39,00         |
| Aset Tidak Lancar<br>Non-Current Assets | 24.298                                      | 23.133                                      | 1.165                                                                 | 5,04                                   | 63,76                    | 61,00         |
| <b>Jumlah Aset<br/>Total Assets</b>     | <b>38.111</b>                               | <b>37.920</b>                               | <b>191</b>                                                            | <b>0,50</b>                            | <b>100,00</b>            | <b>100,00</b> |



Komposisi aset Perusahaan tahun 2024 terdiri dari 63,76% aset tidak lancar dan 36,24% aset lancar. Sedangkan pada tahun 2023, komposisinya adalah 61,00% aset tidak lancar dan 39,00% aset lancar.

The Company's asset composition in 2024 consists of 63.76% non-current assets and 36.24% current assets. Whereas in 2023, the composition is 61.00% non-current assets and 39.00% current assets.



## Aset Lancar

## Current Assets

### Aset Lancar Periode 2023–2024

Current Assets in the 2023–2024 Period

| Pos Akun<br>Account                                                        | Nilai<br>Value                              |                                             | Kenaikan (Penurunan)<br>2023–2024<br>Increase (Decrease)<br>2023–2024 |                                        | Komposisi<br>Composition |               |
|----------------------------------------------------------------------------|---------------------------------------------|---------------------------------------------|-----------------------------------------------------------------------|----------------------------------------|--------------------------|---------------|
|                                                                            | 2024<br>(Rp miliar)<br>2024<br>(Rp billion) | 2023<br>(Rp miliar)<br>2023<br>(Rp billion) | Nilai<br>(Rp miliar)<br>Value<br>(Rp billion)                         | Persentase<br>(%)<br>Percentage<br>(%) | 2024<br>(%)              | 2023<br>(%)   |
| Kas dan Setara Kas<br>Cash and Cash Equivalents                            | 3.025                                       | 3.152                                       | (127)                                                                 | (4,04)                                 | 21,90                    | 21,32         |
| Piutang Usaha<br>Trade Receivables                                         | 962                                         | 1.127                                       | (165)                                                                 | (14,64)                                | 6,97                     | 7,62          |
| Piutang Subsidi dari Pemerintah<br>Subsidy Receivables from the Government | 15                                          | 879                                         | (864)                                                                 | (98,33)                                | 0,11                     | 5,94          |
| Piutang Subsidi yang Belum Ditagih<br>Uncollected Subsidy Receivables      | 142                                         | 90                                          | 52                                                                    | 57,68                                  | 1,03                     | 0,61          |
| Piutang Lain-lain<br>Other Receivables                                     | 17                                          | 41                                          | (24)                                                                  | (58,43)                                | 0,12                     | 0,28          |
| Persediaan<br>Inventories                                                  | 3.815                                       | 5.188                                       | (1.373)                                                               | (26,46)                                | 27,62                    | 35,08         |
| Pajak Dibayar di Muka<br>Prepaid Taxes                                     | 187                                         | 187                                         | (0)                                                                   | (0,13)                                 | 1,35                     | 1,26          |
| Uang Muka dan Beban Dibayar di Muka<br>Advances and Prepaid Expenses       | 24                                          | 70                                          | (46)                                                                  | (65,86)                                | 0,17                     | 0,47          |
| Aset Lancar Lainnya<br>Other Current Assets                                | 5.626                                       | 4.053                                       | 1.573                                                                 | 38,82                                  | 40,73                    | 27,41         |
| <b>Jumlah Aset Lancar</b><br>Total Current Assets                          | <b>13.812</b>                               | <b>14.787</b>                               | <b>(975)</b>                                                          | <b>(6,59)</b>                          | <b>100,00</b>            | <b>100,00</b> |

Aset lancar adalah sumber daya finansial yang diharapkan dapat memberikan manfaat ekonomi dalam kurun waktu kurang dari satu tahun. Aset lancar terdiri dari kas dan setara kas, piutang usaha, piutang subsidi dari pemerintah, piutang subsidi yang belum ditagih, piutang lain-lain, persediaan, pajak dibayar di muka, uang muka dan beban dibayar di muka, dan aset lancar lainnya.

Current assets are financial resources that are expected to provide economic benefits in less than 1 (one) year. Current assets consist of cash and cash equivalents, trade receivables, subsidy receivables from the government, uncollected subsidy receivables, other receivables, inventories, prepaid taxes, advances and prepaid expenses, and other current assets.

Jumlah aset lancar tahun 2024 senilai Rp13,81 triliun, mengalami penurunan 6,59% dari tahun sebelumnya senilai Rp975 miliar. Penurunan tersebut terutama disebabkan oleh adanya penurunan pada persediaan senilai Rp3,81 triliun atau 26,46% dibanding tahun 2023 senilai Rp5,19 triliun. Penurunan pada persediaan ini seiring dengan peningkatan penjualan NPK dan Urea dibandingkan tahun 2023 sesuai yang tertera pada tabel volume penjualan. Adapun hasil peningkatan penjualan tersebut terutama digunakan untuk pembayaran pinjaman jangka pendek. Adapun kas perusahaan mengalami penurunan sebesar Rp127 miliar atau 4,04% sehubungan untuk pembelian aset tetap berupa konstruksi aset, pembangunan sarana dan prasarana, dan peralatan pabrik.

The total current assets in 2024 amounted to Rp13.81 trillion, a decrease of 6.59% compared to Rp975 billion in the previous year. The decrease was mainly due to a decrease of Rp3.81 trillion in inventories, accounting for 26.46% compared to Rp5.19 trillion in 2023. The decrease in inventory is in line with the increase in sales of NPK and Urea compared to 2023 as stated in the sales volume table. The results of the increase in sales were mainly used to repay short-term loans. The company's cash decreased by Rp127 billion or 4.04% due to the purchase of fixed assets in the form of asset construction, construction of facilities and infrastructure, and factory equipment.





Di samping itu, terdapat penurunan saldo piutang subsidi sebesar Rp864 miliar atau 98,33% dari tahun 2023 yang dipengaruhi oleh adanya pelunasan piutang subsidi dari pemerintah. Selain itu, optimalisasi kebijakan sistem pembayaran guna pencegahan keterlambatan penerimaan kas melalui pemanfaatan fasilitas bank sebagai jaminan transaksi sehingga pembayaran penjualan dilakukan tepat waktu dan mencegah terjadinya piutang tidak tertagih telah berperan dalam upaya penurunan piutang usaha.

Penurunan aset lancar tersebut berdampak baik bagi perusahaan dikarenakan aset lancar digunakan untuk melunasi kewajiban lancar perusahaan sehingga rasio lancar perusahaan membaik dari tahun sebelumnya sebesar 204,26% naik menjadi 301,84%.

In addition, there was a decrease in the balance of subsidy receivables of Rp864 billion or 98.33% from 2023 which was influenced by the repayment of subsidy receivables from the government. In addition, optimization of payment system policies to prevent delays in cash receipts through the use of bank facilities as transaction collateral, subsequently sales payments are made on time. Preventing bad debts from occurring has played a role in efforts to reduce accounts receivable.

The decrease in current assets has a positive impact on the Company, in which current assets are used to pay off the Company's current liabilities, improving the Company's current ratio from 204.26% in the previous year to 301.84%.

### Aset Tidak Lancar

### Non-Current Assets

#### Aset Tidak Lancar Periode 2023-2024

Non-Current Assets in the 2023-2024 Period

| Pos Akun<br>Account                                                                                | Nilai<br>Value                              |                                             | Kenaikan (Penurunan)<br>2023-2024<br>Increase (Decrease)<br>2023-2024 |                                        | Komposisi<br>Composition |               |
|----------------------------------------------------------------------------------------------------|---------------------------------------------|---------------------------------------------|-----------------------------------------------------------------------|----------------------------------------|--------------------------|---------------|
|                                                                                                    | 2024<br>(Rp miliar)<br>2024<br>(Rp billion) | 2023<br>(Rp miliar)<br>2023<br>(Rp billion) | Nilai<br>(Rp miliar)<br>Value<br>(Rp billion)                         | Persentase<br>(%)<br>Percentage<br>(%) | 2024<br>(%)              | 2023<br>(%)   |
| Uang Muka dan Beban Dibayar di Muka<br>Advances and Prepaid Expenses                               | 120                                         | 190                                         | (70)                                                                  | (36,93)                                | 0,49                     | 0,82          |
| Pajak Dibayar di Muka<br>Prepaid Taxes                                                             | 30                                          | 2                                           | 28                                                                    | 1.398,29                               | 0,12                     | 0,01          |
| Properti Investasi<br>Investment Properties                                                        | 183                                         | 186                                         | (3)                                                                   | (1,40)                                 | 0,75                     | 0,80          |
| Investasi pada Entitas Asosiasi dan Ventura Bersama<br>Investment in Associates and Joint Ventures | 747                                         | 676                                         | 71                                                                    | 10,55                                  | 3,08                     | 2,92          |
| Aset Tetap<br>Fixed Assets                                                                         | 23.031                                      | 21.876                                      | 1.155                                                                 | 5,28                                   | 94,78                    | 94,57         |
| Aset Pajak Tangguhan<br>Deferred Tax Assets                                                        | 4                                           | 4                                           | 0                                                                     | 4,78                                   | 0,02                     | 0,02          |
| Aset Tidak Lancar Lainnya<br>Other Non-Current Assets                                              | 183                                         | 198                                         | (15)                                                                  | (7,46)                                 | 0,75                     | 0,86          |
| <b>Jumlah Aset Tidak Lancar</b><br>Total Non-Current Assets                                        | <b>24.298</b>                               | <b>23.132</b>                               | <b>1.166</b>                                                          | <b>5,04</b>                            | <b>100,00</b>            | <b>100,00</b> |

Jumlah Aset tidak lancar tahun 2024 senilai Rp24,29 triliun, mengalami peningkatan 5,04% dari tahun 2023 senilai Rp23,13 triliun. Kenaikan aset tidak lancar terutama disebabkan oleh peningkatan konstruksi dalam proses yang terdiri dari penyiapan lahan industri, pembangunan sarana dan prasarana dan perbaikan besar pabrik.

Total non-current assets in 2024 amounted to Rp24.29 trillion, an increase of 5.04% from Rp23.13 trillion in 2023. The increase in non-current assets was mainly seen in the growth in the value of fixed assets due to an increase in construction in progress consisting of industrial land preparation, construction of facilities and infrastructure and major plant repairs.

### Liabilitas

Jumlah Liabilitas Perusahaan tahun 2024 mencapai Rp5,10 triliun mengalami penurunan 33,87% dibandingkan Jumlah Liabilitas tahun 2023 sebesar Rp7,72 triliun.

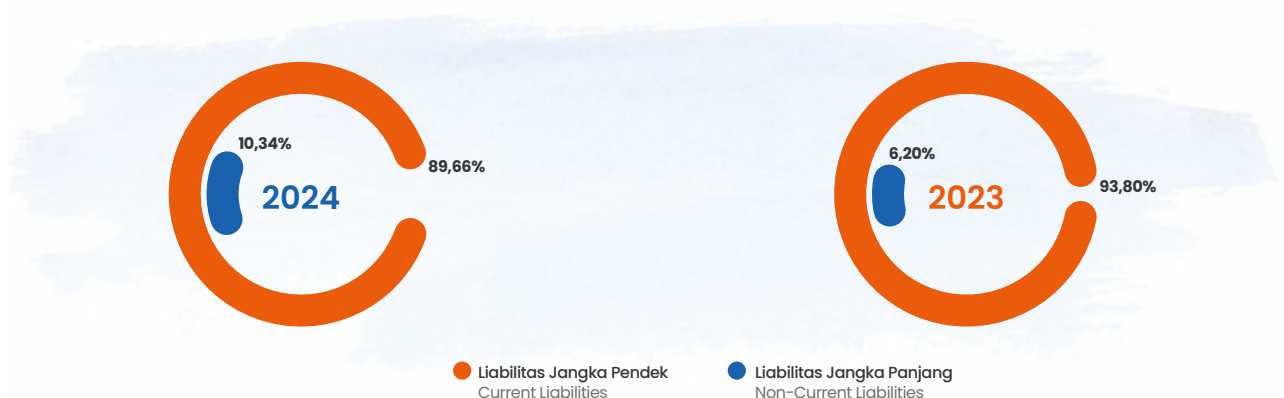
### Liabilities

The Company's Total Liabilities in 2024 reached Rp5.10 trillion, a decrease of 33.87% compared to the Total Liabilities in 2023, which amounted to Rp7.72 trillion.

### Liabilitas Periode 2023-2024

Liabilities in the 2023-2024 Period

| Pos Akun<br>Account                                  | Nilai<br>Value                              |                                             | Kenaikan (Penurunan)<br>2023-2024<br>Increase (Decrease)<br>2023-2024 |                                        | Komposisi<br>Composition |               |
|------------------------------------------------------|---------------------------------------------|---------------------------------------------|-----------------------------------------------------------------------|----------------------------------------|--------------------------|---------------|
|                                                      | 2024<br>(Rp miliar)<br>2024<br>(Rp billion) | 2023<br>(Rp miliar)<br>2023<br>(Rp billion) | Nilai<br>(Rp miliar)<br>Value<br>(Rp billion)                         | Persentase<br>(%)<br>Percentage<br>(%) | 2024<br>(%)              | 2023<br>(%)   |
| Liabilitas Jangka Pendek<br>Current Liabilities      | 4.576                                       | 7.239                                       | (2.663)                                                               | (36,79)                                | 89,66                    | 93,80         |
| Liabilitas Jangka Panjang<br>Non-Current Liabilities | 528                                         | 479                                         | 49                                                                    | 10,25                                  | 10,34                    | 6,20          |
| <b>Jumlah Liabilitas</b><br>Total Liabilities        | <b>5.104</b>                                | <b>7.718</b>                                | <b>(2.614)</b>                                                        | <b>(33,87)</b>                         | <b>100,00</b>            | <b>100,00</b> |



Liabilitas Perusahaan terdiri dari liabilitas jangka pendek dan jangka panjang. Pada tahun 2024 senilai Rp5,10 triliun atau turun 33,87% dibanding tahun 2023 senilai Rp7,72 triliun. Komposisi liabilitas tahun 2024 terdiri dari 89,66% liabilitas jangka pendek dan 10,34% liabilitas jangka panjang. Sedangkan pada tahun 2023, komposisi liabilitas terdiri dari 93,80% liabilitas jangka pendek dan 6,20% liabilitas jangka panjang. Perubahan komposisi ini disebabkan penurunan liabilitas jangka pendek 36,79% dari sebelumnya di tahun 2023. Penurunan liabilitas jangka pendek terutama disebabkan oleh pelunasan liabilitas *supplier financing*.

The Company's liabilities consist of current and non-current liabilities. In 2024, it amounted to Rp5.10 trillion, a decrease of 33.87% compared to Rp7.72 trillion in 2023. The composition of liabilities in 2024 consisted of 89.66% in current liabilities and 10.34% in non-current liabilities. While in 2023, the composition of liabilities consisted of 93.80% in current liabilities and 6.20% in non-current liabilities. The change in composition was due to a 36.79% decrease in current liabilities compared to 2023, which was primarily due to the settlement of obligations to suppliers financing.





## Liabilitas Jangka Pendek

## Current Liabilities

### Liabilitas Jangka Pendek Periode 2023–2024

Current Liabilities in the 2023–2024 Period

| Pos Akun<br>Account                                                              | Nilai<br>Value                              |                                             | Kenaikan (Penurunan)<br>2023–2024<br>Increase (Decrease)<br>2023–2024 |                                        | Komposisi<br>Composition |               |
|----------------------------------------------------------------------------------|---------------------------------------------|---------------------------------------------|-----------------------------------------------------------------------|----------------------------------------|--------------------------|---------------|
|                                                                                  | 2024<br>(Rp miliar)<br>2024<br>(Rp billion) | 2023<br>(Rp miliar)<br>2023<br>(Rp billion) | Nilai<br>(Rp miliar)<br>Value<br>(Rp billion)                         | Persentase<br>(%)<br>Percentage<br>(%) | 2024<br>(%)              | 2023<br>(%)   |
| Utang Usaha<br>Trade Payables                                                    | 441                                         | 865                                         | (424)                                                                 | (49,05)                                | 9,63                     | 11,95         |
| Pinjaman Jangka Pendek<br>Short-Term Loans                                       | 157                                         | 1.594                                       | (1.437)                                                               | (90,13)                                | 3,44                     | 22,02         |
| Liabilitas yang Masih Harus Dibayar<br>Accrued Liabilities                       | 3.009                                       | 1.641                                       | 1.368                                                                 | 83,37                                  | 65,76                    | 22,66         |
| Provisi<br>Provision                                                             | –                                           | 1.692                                       | (1.692)                                                               | (100,00)                               | 0                        | 23,37         |
| Liabilitas Imbalan Kerja<br>Employee Benefits Liabilities                        | 404                                         | 869                                         | (465)                                                                 | (53,46)                                | 8,84                     | 12,01         |
| Utang Pajak<br>Taxes Payables                                                    | 167                                         | 133                                         | 34                                                                    | 25,85                                  | 3,80                     | 1,83          |
| Pendapatan Diterima di Muka<br>Unearned Revenues                                 | 213                                         | 196                                         | 17                                                                    | 8,57                                   | 4,65                     | 2,71          |
| Utang Lainnya<br>Other Payables                                                  | 99                                          | 100                                         | (1)                                                                   | (0,71)                                 | 2,17                     | 1,38          |
| Liabilitas Imbalan Pascakerja<br>Post-Employment Benefits Liabilities            | 46                                          | 98                                          | (52)                                                                  | (53,14)                                | 1,00                     | 1,35          |
| Bagian Lancar atas Liabilitas Sewa<br>Current Portion of Lease Liabilities       | 38                                          | 51                                          | (13)                                                                  | (24,95)                                | 0,02                     | 0,70          |
| Bagian Lancar atas Pinjaman Jangka Panjang<br>Current Portion of Long-Term Loans | 1                                           | 2                                           | (1)                                                                   | (57,55)                                | 0,84                     | 0,03          |
| <b>Jumlah Liabilitas Jangka Pendek</b><br>Total Current Liabilities              | <b>4.576</b>                                | <b>7.239</b>                                | <b>(2.665)</b>                                                        | <b>(36,79)</b>                         | <b>100,00</b>            | <b>100,00</b> |

Pada tahun 2024, total liabilitas jangka pendek senilai Rp4,57 triliun, mengalami penurunan senilai Rp2,66 triliun atau 36,79% dari total tahun 2023 senilai Rp7,24 triliun. Penurunan yang signifikan terjadi pada beberapa pos yaitu diantaranya pada pos pinjaman jangka pendek senilai Rp1,44 triliun atau 90,13%.

In 2024, total current liabilities amounted to Rp4.57 trillion, a decrease of Rp2.66 trillion or 36.79% compared to Rp7.24 trillion in the previous year. A significant decrease occurred in several accounts, namely in the short-term loan account, amounting to Rp1.44 trillion or 90.13%.





## Liabilitas Jangka Panjang

## Non-Current Liabilities

### Liabilitas Jangka Panjang Periode 2023-2024

Non-Current Liabilities in the 2023-2024 Period

| Pos Akun<br>Account                                                      | Nilai<br>Value                              |                                             | Kenaikan (Penurunan)<br>2023-2024<br>Increase (Decrease)<br>2023-2024 |                                        | Komposisi<br>Composition |               |
|--------------------------------------------------------------------------|---------------------------------------------|---------------------------------------------|-----------------------------------------------------------------------|----------------------------------------|--------------------------|---------------|
|                                                                          | 2024<br>(Rp miliar)<br>2024<br>(Rp billion) | 2023<br>(Rp miliar)<br>2023<br>(Rp billion) | Nilai<br>(Rp miliar)<br>Value<br>(Rp billion)                         | Persentase<br>(%)<br>Percentage<br>(%) | 2024<br>(%)              | 2023<br>(%)   |
| Liabilitas Sewa<br>Lease Liabilities                                     | 1                                           | 27                                          | (26)                                                                  | (96,34)                                | 0,18                     | 5,63          |
| Pinjaman Jangka Panjang<br>Long-Term Loans                               | -                                           | 1                                           | (1)                                                                   | (100,00)                               | -                        | 0,21          |
| Liabilitas Imbalan Kerja<br>Employment Benefit Liabilities               | 24                                          | -                                           | 24                                                                    | -                                      | 4,55                     | -             |
| Liabilitas Imbalan Pascakerja<br>Post-Employment Benefit Liabilities     | 272                                         | 259                                         | 13                                                                    | 4,96                                   | 51,49                    | 53,96         |
| Liabilitas Pajak Tangguhan<br>Deferred Tax Liabilities                   | 230                                         | 182                                         | 48                                                                    | 26,29                                  | 43,53                    | 37,92         |
| Provisi Jangka Panjang<br>Long-Term Provisions                           | 1                                           | 11                                          | (10)                                                                  | (87,95)                                | 0,25                     | 2,29          |
| <b>Jumlah Liabilitas Jangka Panjang</b><br>Total Non-Current Liabilities | <b>528</b>                                  | <b>479</b>                                  | <b>48</b>                                                             | <b>10,00</b>                           | <b>100,00</b>            | <b>100,00</b> |

Pada tahun 2024, total liabilitas jangka panjang senilai Rp528 miliar, mengalami peningkatan Rp48 miliar atau 10,00% dari tahun sebelumnya senilai 479 miliar. Faktor utama dari kenaikan tersebut berasal dari pos liabilitas pajak tangguhan sebesar Rp48 miliar atau mengalami peningkatan 26,29% dari tahun sebelumnya karena adanya perbedaan temporer imbalan kerja jangka pendek. Dampak dari perbedaan temporer imbalan kerja jangka pendek akan dievaluasi dan disesuaikan pada tahun buku selanjutnya, secara keseluruhan kenaikan liabilitas jangka panjang tidak meningkatkan rasio kewajiban terhadap ekuitas.

In 2024, total non-current liabilities amounted to Rp528 billion, an increase of Rp48 billion or 10.00% compared to Rp479 billion the previous year. The main factor of the increase came from the deferred tax liability account in the amount of Rp48 billion or an increase of 26.29% compared to the previous year due to temporary differences in short-term employee benefits. The impact of temporary differences in short-term employee benefits will be evaluated and adjusted in the following financial year, overall, the increase in non-current liabilities does not increase the ratio of liabilities to equity.

## Ekuitas

Posisi Ekuitas Perusahaan tahun 2024 senilai Rp33,00 triliun, mengalami peningkatan 9,29% dibandingkan jumlah Ekuitas tahun 2023 senilai Rp30,20 triliun, terdapat tambahan atas laba ditahan hasil dari kinerja tahun 2024, serta dividen yang dibagikan sebesar Rp1,30 triliun atau sebesar 28,58%. Pengaruh atas kenaikan ekuitas ini adalah semakin kuatnya permodalan perusahaan yang bersumber dari ekuitas yang tercermin dari pergerakan *Debt to Equity ratio* dari 25,56% di tahun 2023 menjadi 15,46% di tahun 2024.

## Equity

The Company's equity position in 2024 amounted to Rp33.00 trillion, reflecting a 9.29% increase compared to Rp30.20 trillion in 2023. The retained earnings from the Company's 2024 performance contributed to this equity growth, along with the distributed dividend of Rp1.30 trillion, equivalent to 28.58%. This increase has strengthened the Company's capital structure, as reflected in the movement of the *Debt-to-Equity Ratio*, which improved from 25.56% in 2023 to 15.46% in 2024.





## Ekuitas Periode 2023-2024

Equity in the 2023-2024 Period

| Pos Akun<br>Account                                                                                                                      | Nilai<br>Value                              |                                             | Kenaikan (Penurunan)<br>2023-2024<br>Increase (Decrease)<br>2023-2024 |                                        | Komposisi<br>Composition |               |
|------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|---------------------------------------------|-----------------------------------------------------------------------|----------------------------------------|--------------------------|---------------|
|                                                                                                                                          | 2024<br>(Rp miliar)<br>2024<br>(Rp billion) | 2023<br>(Rp miliar)<br>2023<br>(Rp billion) | Nilai<br>(Rp miliar)<br>Value<br>(Rp billion)                         | Persentase<br>(%)<br>Percentage<br>(%) | 2024<br>(%)              | 2023<br>(%)   |
| Modal Saham<br>Share Capital                                                                                                             | 8.800                                       | 8.800                                       | -                                                                     | -                                      | 26,66                    | 29,14         |
| Pendapatan Komprehensif Lain<br>Other Comprehensive Income                                                                               | 9.715                                       | 9.716                                       | (2)                                                                   | (0,02)                                 | 29,43                    | 32,17         |
| Ekuitas Lainnya<br>Other Equity                                                                                                          | (27)                                        | (27)                                        | (0)                                                                   | 0,24                                   | (0,08)                   | (0,09)        |
| Saldo Laba:<br>Retained Earnings                                                                                                         |                                             |                                             |                                                                       |                                        |                          |               |
| Ditentukan Penggunaanya<br>Appropriated                                                                                                  | 10.858                                      | 7.604                                       | 3.254                                                                 | 42,79                                  | 32,89                    | 25,18         |
| Belum Ditentukan Penggunaanya<br>Not Appropriated                                                                                        | 3.625                                       | 4.081                                       | (456)                                                                 | (11,17)                                | 10,98                    | 13,51         |
| Jumlah Ekuitas yang Dapat<br>Diatribusikan kepada Pemilik Entitas<br>Induk<br>Total Equity Attributable to Owner of the<br>Parent Entity | 32.971                                      | 30.174                                      | 2.797                                                                 | 9,27                                   | 99,89                    | 99,91         |
| Kepentingan Nonpengendali<br>Non-Controlling Interests                                                                                   | 37                                          | 28                                          | 9                                                                     | 31,33                                  | 0,11                     | 0,09          |
| <b>Jumlah Ekuitas</b><br><b>Total Equity</b>                                                                                             | <b>33.007</b>                               | <b>30.202</b>                               | <b>2.806</b>                                                          | <b>9,29</b>                            | <b>100,00</b>            | <b>100,00</b> |

## Laba (Rugi) dan Penghasilan Komprehensif Lain Konsolidasian

## Consolidated Statement of Profit or Loss and Other Comprehensive Income

### Laba (Rugi) dan Penghasilan Komprehensif Lain Konsolidasian Periode 2023-2024

Consolidated Statement of Profit or Loss and Other Comprehensive Income in the 2023-2024 Period

| Pos Akun<br>Account                                                                                                     | Nilai<br>Value                              |                                             | Kenaikan (Penurunan)<br>2023-2024<br>Increase (Decrease) 2023-2024 |                                        |
|-------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|---------------------------------------------|--------------------------------------------------------------------|----------------------------------------|
|                                                                                                                         | 2024<br>(Rp miliar)<br>2024<br>(Rp billion) | 2023<br>(Rp miliar)<br>2023<br>(Rp billion) | Nilai<br>(Rp miliar)<br>Value<br>(Rp billion)                      | Persentase<br>(%)<br>Percentage<br>(%) |
| Pendapatan<br>Revenues                                                                                                  | 24.957                                      | 23.210                                      | 1.747                                                              | 7,53                                   |
| Beban Pokok Pendapatan<br>Cost of Revenues                                                                              | (18.519)                                    | (16.105)                                    | (2.414)                                                            | 14,99                                  |
| Laba Kotor<br>Gross Profit                                                                                              | 6.438                                       | 7.106                                       | (668)                                                              | (9,41)                                 |
| Beban Usaha<br>Operating Expenses                                                                                       | (1.574)                                     | (1.717)                                     | 143                                                                | (8,30)                                 |
| Laba Usaha<br>Operating Profit                                                                                          | 4.863                                       | 5.389                                       | (526)                                                              | (9,76)                                 |
| Pendapatan Keuangan<br>Financial Income                                                                                 | 295                                         | 333                                         | (38)                                                               | (11,30)                                |
| Biaya Keuangan<br>Financial Costs                                                                                       | (17)                                        | (42)                                        | 25                                                                 | (58,87)                                |
| Bagian atas Laba Bersih Entitas Asosiasi dan Ventura<br>Bersama<br>Share in Net Profit of Associates and Joint Ventures | 108                                         | 64                                          | 44                                                                 | 69,47                                  |
| Keuntungan/(Kerugian) Selisih Kurs<br>Gain (Loss) on Foreign Exchange                                                   | (19)                                        | (247)                                       | 228                                                                | (92,36)                                |



| Pos Akun<br>Account                                                                                                                               | Nilai<br>Value                              |                                             | Kenaikan (Penurunan)<br>2023-2024<br>Increase (Decrease) 2023-2024 |                                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|---------------------------------------------|--------------------------------------------------------------------|----------------------------------------|
|                                                                                                                                                   | 2024<br>(Rp miliar)<br>2024<br>(Rp billion) | 2023<br>(Rp miliar)<br>2023<br>(Rp billion) | Nilai<br>(Rp miliar)<br>Value<br>(Rp billion)                      | Persentase<br>(%)<br>Percentage<br>(%) |
| Keuntungan/(Kerugian) Lain-lain<br>Other Income/(Loss)                                                                                            | 49                                          | 339                                         | (290)                                                              | (85,49)                                |
| Laba sebelum Pajak Penghasilan<br>Profit Before Income Tax                                                                                        | 5.280                                       | 5.837                                       | (557)                                                              | (9,54)                                 |
| Beban Pajak Penghasilan<br>Income Tax Expenses                                                                                                    | (1.166)                                     | (1.273)                                     | 107                                                                | (8,38)                                 |
| Laba Tahun Berjalan<br>Profit for the Year                                                                                                        | 4.114                                       | 4.564                                       | (450)                                                              | (9,87)                                 |
| Penghasilan Komprehensif Lain<br>Other Comprehensive Income                                                                                       | (2)                                         | 10                                          | (12)                                                               | (116,40)                               |
| Jumlah Penghasilan Komprehensif Tahun Berjalan<br>Total Comprehensive Income for the Year                                                         | 4.113                                       | 4.574                                       | (462)                                                              | (10,09)                                |
| Laba Tahun Berjalan yang dapat Distribusikan Kepada:<br>Profit for the Year Attributable to:                                                      |                                             |                                             |                                                                    |                                        |
| Pemilik Entitas Induk<br>Owner of the Parent Entity                                                                                               | 4.102                                       | 4.558                                       | (456)                                                              | (10,00)                                |
| Kepentingan Non Pengendali<br>Non-Controlling Interests                                                                                           | 12                                          | 6                                           | 6                                                                  | 92,93                                  |
| <b>Jumlah<br/>Total</b>                                                                                                                           | <b>4.114</b>                                | <b>4.564</b>                                | <b>(450)</b>                                                       | <b>(9,87)</b>                          |
| Jumlah Penghasilan Komprehensif Tahun Berjalan yang<br>Dapat Distribusikan Kepada:<br>Total Comprehensive Income for the Year Attributable<br>to: |                                             |                                             |                                                                    |                                        |
| Pemilik Entitas Induk<br>Owner of the Parent Entity                                                                                               | 4.101                                       | 4.568                                       | (467)                                                              | (10,23)                                |
| Kepentingan Non Pengendali<br>Non-Controlling Interests                                                                                           | 11                                          | 6                                           | 5                                                                  | 88,90                                  |
| <b>Jumlah<br/>Total</b>                                                                                                                           | <b>4.112</b>                                | <b>4.574</b>                                | <b>(462)</b>                                                       | <b>(10,60)</b>                         |
| Laba Bersih per Saham Dasar (Rupiah Penuh per<br>Lembar<br>Basic Earnings per Share (In Rupiah per Share)                                         | <b>233</b>                                  | <b>259</b>                                  | <b>(25)</b>                                                        | <b>(9,76)</b>                          |

Perusahaan mencatat laba komprehensif tahun 2024 senilai Rp4,11 triliun, mengalami penurunan senilai Rp462 miliar atau 10,10% dari tahun sebelumnya yang mencapai Rp4,57 triliun disebabkan oleh penurunan harga jual pupuk dan amoniak sesuai dengan yang tertera pada tabel harga penjualan di bawah. Dari sisi beban pokok pendapatan terdapat peningkatan sebesar 14,99% dari tahun sebelumnya. Peningkatan Beban Pokok Pendapatan tersebut adalah timbul karena peningkatan kinerja volume penjualan pupuk urea dan NPK sesuai dengan tabel volume penjualan. Namun demikian, dikarenakan harga jual yang mengalami penurunan maka kenaikan pendapatan juga sebesar kenaikan beban pokok pendapatan. Selain beban pokok pendapatan, beban usaha perusahaan mengalami penurunan yang merupakan capaian perusahaan atas upaya-upaya peningkatan efisiensi tanpa mengurangi kualitas produk dan efektivitas kinerja.

The Company posted Rp4.11 trillion in comprehensive income in 2024, reflecting a correction of Rp462 billion or 10.10% compared to Rp4.57 trillion in the previous year. The decline was primarily driven by lower selling prices of fertilizers and ammonia, as outlined in the sales price table below. In terms of the cost of revenue, there was a 14.99% increase compared to the previous year, which resulted from higher sales volumes of urea and NPK fertilizers, as indicated in the sales volume table. However, since selling prices decreased, the rise in revenue was proportionate to the increase in the cost of revenue. In addition to the cost of revenue, operating expenses also declined, marking the Company's achievement in improving efficiency without compromising product quality or operational effectiveness.





Penurunan laba bersih yang dipengaruhi oleh pendapatan dan beban sebagaimana dijelaskan di atas tidak berpengaruh terhadap rencana strategis Perusahaan ke depan. Hal ini dikarenakan penurunan harga jual pupuk dan amoniak telah diprediksi dan diperhitungkan dalam rencana kerja dan anggaran Perusahaan.

### Pendapatan

Pendapatan Perusahaan tahun 2024 tercatat senilai Rp24,95 triliun, meningkat senilai Rp1,7 triliun atau 7,53% dibandingkan tahun sebelumnya. Kenaikan ini terutama didorong oleh peningkatan penjualan urea dan NPK, meskipun harga jual urea dan amoniak mengalami penurunan. Berdasarkan komposisi penjualan per produk untuk urea sebesar 68,78%, amoniak 17,79% dan NPK 11,59%. Apabila dilihat dari komposisi penjualan per sektor, komposisi penjualan dalam negeri tercatat sebesar 67% dan ekspor 33%.

### Harga Amoniak dan Urea Ekspor Periode 2023–2024

Ammonia and Urea Export Price in the 2023–2024 Period

| Pos Akun<br>Account                | Nilai<br>Value        |                       | Kenaikan (Penurunan)<br>2023–2024<br>Increase (Decrease) 2023–2024 |                                        |
|------------------------------------|-----------------------|-----------------------|--------------------------------------------------------------------|----------------------------------------|
|                                    | 2024<br>(USD per ton) | 2023<br>(USD per ton) | Nilai<br>(USD per ton)<br>Value<br>(USD per ton)                   | Persentase<br>(%)<br>Percentage<br>(%) |
| Amoniak Ekspor<br>Exported Ammonia | 348                   | 443                   | (95)                                                               | (21,34)                                |
| Urea Ekspor<br>Exported Urea       | 322                   | 347                   | (25)                                                               | (7,18)                                 |

Dapat dilihat dari komposisi penjualan yaitu penjualan urea, amoniak dan NPK pada tahun 2024 tercatat 17,79% Amoniak, 68,78% Urea, 11,59% NPK dan 1,84% penjualan lain-lain. Komposisi ini berbeda dengan tahun 2023, yaitu 22,99% Amoniak, 69,35% Urea, 5,87% penjualan NPK dan 1,78% penjualan lain-lain.

Komposisi penjualan urea meningkat seiring dengan tingginya permintaan domestik untuk pupuk non subsidi serta peningkatan alokasi pupuk bersubsidi. Kenaikan alokasi ini dipengaruhi oleh kebijakan Pemerintah Indonesia yang memperbesar subsidi pupuk guna mendukung sektor pertanian dan ketahanan pangan nasional. Sementara itu, penjualan amoniak mengalami penurunan akibat melemahnya permintaan global dan turunnya harga amoniak internasional, sehingga berdampak pada berkurangnya nilai ekspor.

Apabila dilihat dari nilai pendapatan per sektor, sektor subsidi berkontribusi sebesar 26,63% dan sektor non subsidi sebesar 73,37%. Penjualan sektor subsidi meningkat 41,59% dibandingkan tahun sebelumnya. Sementara itu, sektor non subsidi menurun 1,76% dibandingkan dari tahun sebelumnya.

The decline in net profit, which was influenced by revenue and expenses as outlined above, does not affect the Company's forward-looking strategic plans. This is because the decrease in fertilizer and ammonia selling prices had been anticipated and accounted for in the Company's work plan and budget.

### Revenue

The Company's revenue in 2024 was posted at Rp24.95 trillion, an increase of Rp1.7 trillion or 7.53% compared to the previous year. The increase was mainly driven by increased sales of urea and NPK, despite the decline in urea and ammonia selling prices. Based on the composition of sales per product, which is 68.78% for urea, 17.79% for ammonia, and 11.59% for NPK. In terms of composition of sales per sector, the composition of domestic sales was posted at 67% and exports at 33%.

In terms of sales composition, namely urea, ammonia, and NPK sales in 2024 were posted at 17.79% for Ammonia, 68.78% for Urea, 11.59% for NPK, and 1.84% for other sales. This composition is different from 2023, which was 22.99% for Ammonia, 69.35% for Urea, 5.87% for NPK, and 1.78% for other sales.

The increase in the composition of urea sales is in line with the high domestic demand for non-subsidized fertilizers and the increase in the allocation of subsidized fertilizers. The increase in allocation was influenced by the Indonesian Government's policy to increase fertilizer subsidies in support of the agricultural sector and national food security. Meanwhile, the decrease in ammonia sales was due to weakening global demand and falling international ammonia prices, resulting in reduced export value.

In terms of income value per sector, the subsidized sector contributed by 26.63% and the non-subsidized sector by 73.37%. Sales in the subsidized sector increased by 41.59% compared to the previous year. Meanwhile, the non-subsidized sector decreased by 1.76% compared to the previous year.



### Komposisi Pendapatan Periode 2023-2024

Composition of Revenue in the 2023-2024 Period

| Pos Akun<br>Account                   | Nilai<br>Value                              |                                             | Kenaikan (Penurunan)<br>2023-2024<br>Increase (Decrease)<br>2023-2024 |                                        | Komposisi<br>Composition |               |
|---------------------------------------|---------------------------------------------|---------------------------------------------|-----------------------------------------------------------------------|----------------------------------------|--------------------------|---------------|
|                                       | 2024<br>(Rp miliar)<br>2024<br>(Rp billion) | 2023<br>(Rp miliar)<br>2023<br>(Rp billion) | Nilai<br>(Rp miliar)<br>Value<br>(Rp billion)                         | Persentase<br>(%)<br>Percentage<br>(%) | 2024<br>(%)              | 2023<br>(%)   |
| <b>Amoniak</b><br>Ammonia             |                                             |                                             |                                                                       |                                        |                          |               |
| Domestik<br>Domestic                  | 1.953                                       | 1.466                                       | 487                                                                   | 33,19                                  | 7,83                     | 6,32          |
| Ekspor<br>Export                      | 2.516                                       | 3.934                                       | (1.418)                                                               | (36,04)                                | 10,08                    | 16,95         |
| Subjumlah Amoniak<br>Ammonia Subtotal | 4.469                                       | 5.400                                       | (931)                                                                 | (17,24)                                | 17,91                    | 23,27         |
| <b>Urea</b><br>Urea                   |                                             |                                             |                                                                       |                                        |                          |               |
| Ekspor<br>Export                      | 5.557                                       | 5.540                                       | 17                                                                    | 0,31                                   | 22,27                    | 23,87         |
| Domestik<br>Domestic                  | 11.658                                      | 10.556                                      | 1.102                                                                 | 10,44                                  | 46,71                    | 45,48         |
| Subsidi<br>Subsidized                 | 4.035                                       | 3.534                                       | 501                                                                   | 14,19                                  | 16,17                    | 15,23         |
| Non subsidi<br>Non-subsidized         | 7.623                                       | 7.022                                       | 601                                                                   | 8,55                                   | 30,54                    | 30,25         |
| Subjumlah Urea<br>Urea Subtotal       | 17.215                                      | 16.097                                      | 1.118                                                                 | 6,94                                   | 68,98                    | 69,35         |
| <b>NPK</b><br>NPK                     |                                             |                                             |                                                                       |                                        |                          |               |
| Subsidi<br>Subsidized                 | 2.720                                       | 1.135                                       | 1.585                                                                 | 139,65                                 | 10,90                    | 4,89          |
| Non subsidi<br>Non-subsidized         | 161                                         | 228                                         | (67)                                                                  | (29,25)                                | 0,65                     | 0,98          |
| Subjumlah NPK<br>Subtotal NPK         | 2.881                                       | 1.363                                       | 1.518                                                                 | 111,39                                 | 11,55                    | 5,87          |
| <b>Lain-lain</b><br>Others            |                                             |                                             |                                                                       |                                        |                          |               |
| Penjualan Lain-Lain<br>Othes Sales    | 391                                         | 350                                         | 41                                                                    | 11,78                                  | 1,57                     | 1,51          |
| <b>Jumlah</b><br>Total                | <b>24.957</b>                               | <b>23.210</b>                               | <b>1.746</b>                                                          | <b>7,52</b>                            | <b>100,00</b>            | <b>100,00</b> |

- **Penjualan Urea**  
Nilai penjualan urea tahun 2024 tercatat mencapai Rp17,21 triliun, atau meningkat 6,94% dari tahun sebelumnya senilai Rp16,10 triliun. Sementara dari sisi volume, mengalami kenaikan senilai 453 ribu ton atau 15,18% dari tahun sebelumnya.
- **Urea Sales**  
The sales value of urea in 2024 was recorded at Rp17.21 trillion, an increase of 6.94% from Rp16.10 trillion in the previous year. Meanwhile, in terms of volume, there was an increase of 453 thousand tons or 15.18% compared to the previous year.





### Nilai Penjualan Urea Periode 2023–2024

Amount of Urea Sales in the 2023–2024 Period

| Pos Akun<br>Account                                      | Nilai<br>Value                              |                                             | Kenaikan (Penurunan)<br>2023–2024<br>Increase (Decrease)<br>2023–2024 |                                        | Komposisi<br>Composition |               |
|----------------------------------------------------------|---------------------------------------------|---------------------------------------------|-----------------------------------------------------------------------|----------------------------------------|--------------------------|---------------|
|                                                          | 2024<br>(Rp miliar)<br>2024<br>(Rp billion) | 2023<br>(Rp miliar)<br>2023<br>(Rp billion) | Nilai<br>(Rp miliar)<br>Value<br>(Rp billion)                         | Persentase<br>(%)<br>Percentage<br>(%) | 2024<br>(%)              | 2023<br>(%)   |
| Urea Domestik Subsidi<br>Domestic Subsidized Urea        | 4.035                                       | 3.534                                       | 501                                                                   | 14,19                                  | 23,44                    | 21,96         |
| Urea Domestik Nonsubsidi<br>Domestic Non-Subsidized Urea | 7.623                                       | 7.022                                       | 601                                                                   | 8,55                                   | 44,28                    | 43,63         |
| Urea Ekspor<br>Exported Urea                             | 5.557                                       | 5.540                                       | 17                                                                    | 0,31                                   | 32,28                    | 34,42         |
| <b>Jumlah<br/>Total</b>                                  | <b>17.215</b>                               | <b>16.096</b>                               | <b>1.119</b>                                                          | <b>6,95</b>                            | <b>100,00</b>            | <b>100,00</b> |

### Volume Penjualan Urea Periode 2023–2024

Volume of Urea Sales in the 2023–2024 Period

| Pos Akun<br>Account                                      | Nilai<br>Value                               |                                              | Kenaikan (Penurunan)<br>2023–2024<br>Increase (Decrease)<br>2023–2024 |                                        | Komposisi<br>Composition |               |
|----------------------------------------------------------|----------------------------------------------|----------------------------------------------|-----------------------------------------------------------------------|----------------------------------------|--------------------------|---------------|
|                                                          | 2024<br>(ribu ton)<br>2024<br>(thousand ton) | 2023<br>(ribu ton)<br>2023<br>(thousand ton) | Nilai<br>(ribu ton)<br>Value<br>(thousand ton)                        | Persentase<br>(%)<br>Percentage<br>(%) | 2024<br>(%)              | 2023<br>(%)   |
| Urea Domestik Subsidi<br>Domestic Subsidized Urea        | 810                                          | 737                                          | 73                                                                    | 9,85                                   | 23,57                    | 24,72         |
| Urea Domestik Nonsubsidi<br>Domestic Non-Subsidized Urea | 1.557                                        | 1.209                                        | 348                                                                   | 28,82                                  | 45,35                    | 40,56         |
| Urea Ekspor<br>Exported Urea                             | 1.067                                        | 1.035                                        | 32                                                                    | 3,14                                   | 31,08                    | 34,72         |
| <b>Jumlah<br/>Total</b>                                  | <b>3.435</b>                                 | <b>2.981</b>                                 | <b>454</b>                                                            | <b>15,22</b>                           | <b>100,00</b>            | <b>100,00</b> |

#### A. Urea Subsidi

Nilai penjualan Urea sektor subsidi tahun 2024 tercatat senilai Rp4,03 triliun, atau meningkat 14,19% dari tahun sebelumnya senilai Rp3,53 triliun. Perusahaan mencatat volume penjualan urea bersubsidi sebanyak 810 ribu ton, meningkat 9,82% dari 737 ribu ton pada tahun sebelumnya. Sepanjang tahun 2024, Pendapatan Urea subsidi berkontribusi sebesar 10,21% terhadap total pendapatan Urea 2024. Volume penjualan urea subsidi menyesuaikan kebutuhan alokasi subsidi dari Kementerian Pertanian Republik Indonesia dan dikoordinasikan dengan PT Pupuk Indonesia.

#### B. Urea Non subsidi

Nilai penjualan urea domestik non subsidi tahun 2024 tercatat senilai Rp7,62 triliun atau meningkat 8,55% dari tahun sebelumnya senilai Rp7,02 triliun. Kenaikan ini didorong oleh meningkatnya permintaan dari sektor industri dan korporasi, strategi pemasaran yang lebih agresif, serta optimalisasi distribusi untuk memperluas jangkauan pasar yang didukung dengan

#### A. Subsidized Urea

The sales value of urea in the subsidized sector in 2024 was posted at Rp4.03 trillion, or an increase of 14.19% compared to Rp3.53 trillion in the previous year. The Company posted 810 thousand tons in sales volume of subsidized urea, an increase of 9.82% from 737 thousand tons in the previous year. Throughout 2024, subsidized urea revenue contributed 10.21% to the total urea revenue in 2024. The sales volume of subsidized urea is adjusted to the subsidy allocation needs of the Ministry of Agriculture of the Republic of Indonesia and coordinated with PT Pupuk Indonesia.

#### B. Non-Subsidized Urea

The sales value of domestic non-subsidized urea in 2024 was posted at Rp7.62 trillion or an increase of 8.55% compared to Rp7.02 trillion in the previous year. The increase was driven by increasing demand from the industrial and corporate sectors, a more aggressive marketing strategy, and optimization of distribution to expand market reach which is supported by product

ketersediaan produk. Perusahaan mencatat volume penjualan Urea non subsidi sebesar 1,56 juta ton, atau meningkat sebesar 28,82 % dari tahun sebelumnya sebesar 1,21 juta ton. Kontribusi nilai penjualan urea domestik non subsidi mencapai 44,28% terhadap total pendapatan urea, meningkat 0,65% dari 43,63% pada tahun sebelumnya.

### C. Urea Ekspor

Nilai penjualan urea ekspor tahun 2024 tercatat senilai Rp5,56 triliun, meningkat 0,31% dari tahun sebelumnya sebesar Rp5,54 triliun. Peningkatan ini didorong oleh izin ekspor yang dikeluarkan oleh pemerintah. Perusahaan mencatat volume penjualan urea ekspor sebesar 1,07 juta ton, naik 3,14% dari 1,03 juta ton pada tahun sebelumnya. Peningkatan volume dan nilai penjualan ini mencerminkan permintaan ekspor yang tetap stabil serta optimalisasi strategi pemasaran di pasar internasional.

- Penjualan Amoniak

Nilai penjualan amoniak tahun 2024 tercatat senilai Rp4,46 triliun, atau turun 17,24% dari tahun sebelumnya sebesar Rp5,40 triliun. Penurunan ini seiring disebabkan oleh rendahnya harga jual rata-rata amoniak tercatat USD348 per ton dibandingkan tahun sebelumnya mencapai USD443 per ton atau turun 21,36%.

Volume penjualan amoniak tahun 2024 sebesar 767 ribu ton, menurun 4,54% dibandingkan tahun 2023 sebesar 803 ribu ton. Hal ini disebabkan oleh volume penjualan amoniak ekspor yang mengalami penurunan sebesar 129 ribu ton atau 22,43% dari tahun sebelumnya akibat kondisi *oversupply* karena adanya penambahan kapasitas secara global. Sebaliknya, volume penjualan amoniak domestik meningkat pada tahun 2024 mencapai sebesar 320 ribu ton atau naik 40,87% dibanding tahun sebelumnya. Kontribusi volume penjualan ekspor turun menjadi 58,29%, lebih rendah 13,46% dibandingkan tahun sebelumnya yang mencapai 71,73%. Di sisi lain, Kontribusi volume penjualan amoniak domestik terhadap total penjualan mencapai 41,71%, meningkat 13,46% dari tahun sebelumnya yang sebesar 28,25%

availability. The Company posted 1.56 million tons in sales volume for non-subsidized urea, an increase of 28.82% compared to 1.21 million tons in the previous year. The contribution of domestic non-subsidized urea sales value reached 44.28% of total urea revenue, an increase of 0.65% compared to 46.63% in the previous year.

### C. Exported Urea

The export sales value of urea in 2024 was posted at Rp5.56 trillion, an increase of 0.31% compared to Rp5.54 trillion in the previous year. The increase was driven by export permits issued by the government. The Company posted 1.07 million tons in export sales volume of urea, an increase of 3.14% from 1.03 million tons in the previous year. The increase in sales volume and value reflects stable export demand and optimization of marketing strategies in the international market.

- Ammonia Sales

The sales value of ammonia in 2024 was posted at Rp4.46 trillion, or a decrease of 17.24% compared to Rp5.40 trillion in the previous year. The decline was due to the low average selling price of ammonia, which was posted at USD348 per ton compared to the previous year, which reached USD443 per ton, or a decrease of 21.36%.

Sales volume of ammonia in 2024 amounted to 767 thousand tons, a decrease of 4.54% compared to 803 thousand tons in 2023. This was due to the volume of export ammonia sales, which decreased by 129 thousand tons or 22.43% compared to the previous year due to oversupply conditions due to global capacity additions. On the other hand, the volume of domestic ammonia sales increased in 2024 to 320 thousand tons or an increase of 40.87% compared to the previous year. The contribution of export sales volume decreased to 58.29%, 13.46% lower compared to previous year, which reached 71.73%. On the other hand, the contribution of domestic ammonia sales volume to total sales reached 41.71%, an increase of 13.46% compared to the previous year, which was 28.25%





### Nilai Penjualan Amoniak Periode 2023–2024

Value of Ammonia Sales in the 2023–2024 Period

| Pos Akun<br>Account                  | Nilai<br>Value                              |                                             | Kenaikan (Penurunan)<br>2023–2024<br>Increase (Decrease)<br>2023–2024 |                                        | Komposisi<br>Composition |               |
|--------------------------------------|---------------------------------------------|---------------------------------------------|-----------------------------------------------------------------------|----------------------------------------|--------------------------|---------------|
|                                      | 2024<br>(Rp miliar)<br>2024<br>(Rp billion) | 2023<br>(Rp miliar)<br>2023<br>(Rp billion) | Nilai<br>(Rp miliar)<br>Value<br>(Rp billion)                         | Persentase<br>(%)<br>Percentage<br>(%) | 2024<br>(%)              | 2023<br>(%)   |
| Amoniak Domestik<br>Domestic Ammonia | 1.953                                       | 1.466                                       | 487                                                                   | 33,19                                  | 43,70                    | 27,15         |
| Amoniak Ekspor<br>Exported Ammonia   | 2.516                                       | 3.934                                       | (1.418)                                                               | (36,04)                                | 56,30                    | 72,85         |
| <b>Jumlah<br/>Total</b>              | <b>4.469</b>                                | <b>5.400</b>                                | <b>(931)</b>                                                          | <b>(17,24)</b>                         | <b>100,00</b>            | <b>100,00</b> |

### Volume Penjualan Amoniak Periode 2023–2024

Volume of Ammonia Sales in the 2023–2024 Period

| Pos Akun<br>Account                  | Nilai<br>Value                               |                                              | Kenaikan (Penurunan)<br>2023–2024<br>Increase (Decrease)<br>2023–2024 |                                        | Komposisi<br>Composition |               |
|--------------------------------------|----------------------------------------------|----------------------------------------------|-----------------------------------------------------------------------|----------------------------------------|--------------------------|---------------|
|                                      | 2024<br>(ribu ton)<br>2024<br>(thousand ton) | 2023<br>(ribu ton)<br>2023<br>(thousand ton) | Nilai<br>(ribu ton)<br>Value<br>(thousand ton)                        | Persentase<br>(%)<br>Percentage<br>(%) | 2024<br>(%)              | 2023<br>(%)   |
| Amoniak Domestik<br>Domestic Ammonia | 320                                          | 227                                          | 93                                                                    | 40,87                                  | 41,71                    | 28,27         |
| Amoniak Ekspor<br>Exported Ammonia   | 447                                          | 576                                          | (129)                                                                 | (22,43)                                | 58,29                    | 71,73         |
| <b>Jumlah<br/>Total</b>              | <b>767</b>                                   | <b>803</b>                                   | <b>(36)</b>                                                           | <b>(4,54)</b>                          | <b>100,00</b>            | <b>100,00</b> |

- Penjualan NPK

Nilai penjualan NPK tahun 2024 tercatat senilai Rp2,88 triliun, atau meningkat 111,39% dari tahun sebelumnya sebesar Rp1,36 triliun. Kenaikan ini didorong oleh lonjakan volume penjualan NPK bersubsidi yang mencapai 295 ribu ton, meningkat 203% dari tahun sebelumnya. Komposisi nilai penjualan pada tahun 2024 didominasi oleh sektor subsidi sebesar 94,04%, sedangkan sektor non subsidi berkontribusi 5,96%.

Meskipun volume penjualan NPK non subsidi mengalami penurunan, namun secara total volume penjualan NPK meningkat 157,78 % dibanding tahun sebelumnya. Disisi lain, terdapat peningkatan volume penjualan NPK subsidi yang signifikan sebesar 197,65 juta ton atau 203% dibanding tahun sebelumnya, hal ini seiring dengan penetrasi pasar dalam negeri dengan tujuan utama meningkatkan penjualan sektor NPK.

- NPK Sales

The sales value of NPK in 2024 was posted at Rp2.88 trillion, an increase of 111.39% compared to Rp1.36 trillion in the previous year. The increase was driven by a surge in sales volume of subsidized NPK, which reached 295 thousand tons, an increase of 203% compared to the previous year. The composition of sales value in 2024 was dominated by the subsidized sector at 94.04%, while the non-subsidized sector contributed by 5.96%.

Despite the decrease in the sales volume of non-subsidized NPK, total sales volume of NPK increased by 157.78% compared to the previous year. On the other hand, there was a significant increase in the sales volume of subsidized NPK by 197.65 million tons or 203% compared to the previous year, this is in line with domestic market penetration with the main objective of increasing sales of the NPK sector.



### Nilai Penjualan NPK Periode 2023–2024

Value of NPK Sales in the 2023–2024 Period

| Pos Akun<br>Account                  | Nilai<br>Value                              |                                             | Kenaikan (Penurunan)<br>2023–2024<br>Increase (Decrease)<br>2023–2024 |                                        | Komposisi<br>Composition |               |
|--------------------------------------|---------------------------------------------|---------------------------------------------|-----------------------------------------------------------------------|----------------------------------------|--------------------------|---------------|
|                                      | 2024<br>(Rp miliar)<br>2024<br>(Rp billion) | 2023<br>(Rp miliar)<br>2023<br>(Rp billion) | Nilai<br>(Rp miliar)<br>Value<br>(Rp billion)                         | Persentase<br>(%)<br>Percentage<br>(%) | 2024<br>(%)              | 2023<br>(%)   |
| NPK Subsidi<br>Subsidized NPK        | 2.720                                       | 1.135                                       | 1.585                                                                 | 139,65                                 | 94,40                    | 83,27         |
| NPK Nonsubsidi<br>Non-subsidized NPK | 161                                         | 228                                         | (67)                                                                  | (29,25)                                | 5,60                     | 16,73         |
| <b>Jumlah<br/>Total</b>              | <b>2.881</b>                                | <b>1.363</b>                                | <b>1.518</b>                                                          | <b>111,39</b>                          | <b>100,00</b>            | <b>100,00</b> |

### Volume Penjualan NPK Periode 2023–2024

Volume of NPK Sales in the 2023–2024 Period

| Pos Akun<br>Account                  | Nilai<br>Value                               |                                              | Kenaikan (Penurunan)<br>2023–2024<br>Increase (Decrease)<br>2023–2024 |                                        | Komposisi<br>Composition |               |
|--------------------------------------|----------------------------------------------|----------------------------------------------|-----------------------------------------------------------------------|----------------------------------------|--------------------------|---------------|
|                                      | 2024<br>(ribu ton)<br>2024<br>(thousand ton) | 2023<br>(ribu ton)<br>2023<br>(thousand ton) | Nilai<br>(ribu ton)<br>Value<br>(thousand ton)                        | Persentase<br>(%)<br>Percentage<br>(%) | 2024<br>(%)              | 2023<br>(%)   |
| NPK Subsidi<br>Subsidized NPK        | 295                                          | 97                                           | 198                                                                   | 203,16                                 | 94,04                    | 79,96         |
| NPK Nonsubsidi<br>Non-subsidized NPK | 19                                           | 24                                           | (6)                                                                   | (23,32)                                | 5,96                     | 20,04         |
| <b>Jumlah<br/>Total</b>              | <b>314</b>                                   | <b>122</b>                                   | <b>192</b>                                                            | <b>157,78</b>                          | <b>100,00</b>            | <b>100,00</b> |

- Penjualan Lain-lain

Nilai penjualan lain-lain pada tahun 2024 tercatat sebesar Rp433 miliar, meningkat 4,84% dari Rp413 miliar pada tahun sebelumnya. Kontribusinya terhadap total pendapatan perusahaan mencapai 1,73%. Penjualan lain-lain ini mencakup produk di luar bisnis inti perusahaan, seperti produk riset, utilitas pabrik, jasa pelayanan pabrik dan jasa pengangkutan.

- Other Sales

The value of other sales in 2024 was posted at Rp433 billion, an increase of 4.84% from Rp413 billion in the previous year. Its contribution to the Company's total revenue reached 1.73%. Other sales include products outside the Company's core business, such as research products, plant utilities, plant services, and transportation services.

### Beban

Beban pokok pendapatan pada tahun 2024 tercatat sebesar Rp18,51 triliun, meningkat 14,99% dibandingkan dengan tahun sebelumnya yang tercatat Rp16,10 triliun. Peningkatan Beban Pokok Pendapatan tersebut adalah timbul karena peningkatan kinerja volume penjualan pupuk urea dan NPK sesuai dengan tabel volume penjualan. Selain beban pokok pendapatan, beban usaha perusahaan mengalami penurunan yang merupakan capaian perusahaan atas upaya-upaya peningkatan efisiensi tanpa mengurangi kualitas produk dan efektivitas kinerja.

### Expenses

Cost of revenue in 2024 was posted at Rp18.51 trillion, an increase of 14.99% compared to the previous year, which was posted at Rp16.10 trillion. The increase in cost of revenue was due to the increase in sales volume performance of urea and NPK fertilizers in accordance with the sales volume table. In addition to cost of revenue, the company's operating expenses decreased, which is an achievement of the company's efforts to improve efficiency without reducing product quality and performance effectiveness.





### Laba Tahun Berjalan

Hingga akhir tahun buku 2024, Perusahaan berhasil membukukan laba tahun berjalan senilai Rp4,11 triliun atau mengalami penurunan sebesar 9,87% dibandingkan tahun sebelumnya senilai Rp4,56 triliun. Hal ini disebabkan oleh penurunan harga jual sesuai dengan tabel harga jual. Adapun untuk kinerja produksi dan volume penjualan secara total mengalami peningkatan.

### Penghasilan Komprehensif Lain

Penghasilan komprehensif lain tahun 2024 mengalami penurunan dari tahun sebelumnya sebesar 116,40% terdapat penurunan pada OCI Entitas Asosiasi/Ventura Bersama dikarenakan perubahan nilai wajar investasi ekuitas yang diukur pada nilai wajar melalui penghasilan komprehensif lain. Sedangkan pada tahun sebelumnya terdapat penghasilan komprehensif lainnya sebesar Rp30 Miliar yang berasal dari bagian penghasilan komprehensif lain dari entitas asosiasi dan ventura bersama. Meskipun secara persentase terdapat penurunan yang besar namun, pengaruh dari penurunan penghasilan komprehensif tidak berpengaruh material terhadap kinerja perusahaan dikarenakan nilai penurunan sebesar Rp12 miliar dari total laba perusahaan sebesar Rp4,1 triliun.

### Total Laba Rugi Komprehensif

Total laba rugi komprehensif untuk tahun 2024 tercatat senilai Rp4,11 triliun, mengalami penurunan 10,10% dari tahun sebelumnya senilai Rp4,57 triliun. Hal ini disebabkan oleh penurunan harga jual sesuai dengan tabel harga jual. Adapun untuk kinerja produksi dan volume penjualan secara total mengalami peningkatan. Penurunan laba komprehensif tidak berdampak kepada strategi jangka panjang perusahaan dikarenakan penurunan harga jual urea dan amoniak sudah di proyeksikan sebelumnya.

### Profit for the Year

As of the end of the 2024 financial year, the Company managed to post Rp4.11 trillion in profit for the year, a decrease of 9.87% compared to Rp4.56 trillion in the previous year. This was due to a decrease in selling prices in accordance with the selling price table. As for production performance and sales volume in total, it has increased.

### Other Comprehensive Income

Other comprehensive income in 2024 decreased from the previous year by 116.40%, there was a decrease in OCI of Associates/Joint Ventures due to changes in the fair value of equity investments measured at fair value through other comprehensive income. While in the previous year there was other comprehensive income of Rp30 billion originating from the other comprehensive income section of associates and joint ventures. Although in percentage terms there was a large decrease, the effect of the decrease in comprehensive income did not have a material effect on the company's performance because the decrease was Rp12 billion from the company's total profit of Rp4.1 trillion.

### Total Comprehensive Income

Total comprehensive profit and loss for 2024 was recorded at Rp4.11 trillion, down 10.10% from the previous year of Rp4.57 trillion. This was due to a decrease in selling prices according to the selling price table. As for production performance and total sales volume, there was an increase. The decrease in comprehensive profit did not impact the company's long-term strategy because the decrease in urea and ammonia selling prices had been projected previously.



## ARUS KAS KONSOLIDASIAN

## CONSOLIDATED CASH FLOWS

### Arus Kas dari Aktivitas Operasi

### Cash Flow from Operating Activities

#### Arus Kas dari Aktivitas Operasi Periode 2023-2024

Cash Flow from Operating Activities in the 2023-2024 Period

| Pos Akun<br>Account                                                                                 | Nilai<br>Value                              |                                             | Kenaikan (Penurunan)<br>2023-2024<br>Increase (Decrease) 2023-2024 |                                        |
|-----------------------------------------------------------------------------------------------------|---------------------------------------------|---------------------------------------------|--------------------------------------------------------------------|----------------------------------------|
|                                                                                                     | 2024<br>(Rp miliar)<br>2024<br>(Rp billion) | 2023<br>(Rp miliar)<br>2023<br>(Rp billion) | Nilai<br>(Rp miliar)<br>Value<br>(Rp billion)                      | Persentase<br>(%)<br>Percentage<br>(%) |
| <b>Penerimaan<br/>Receipts</b>                                                                      |                                             |                                             |                                                                    |                                        |
| Penerimaan Kas dari Pelanggan<br>Cash Receipt from Customers                                        | 20.368                                      | 19.817                                      | 551                                                                | 2,78                                   |
| Penerimaan Kas dari Pemerintah<br>Cash Receipt from the Government                                  | 5.499                                       | 2.737                                       | 2.762                                                              | 100,90                                 |
| Penerimaan Bunga<br>Interest Receipt                                                                | 295                                         | 333                                         | (38)                                                               | (11,30)                                |
| Subjumlah<br>Subtotal                                                                               | 26.162                                      | 22.887                                      | 3.275                                                              | 14,31                                  |
| <b>Pembayaran<br/>Payment</b>                                                                       |                                             |                                             |                                                                    |                                        |
| Pembayaran kepada Pemasok<br>Payment to Suppliers                                                   | (16.636)                                    | (14.166)                                    | (2.470)                                                            | 17,44                                  |
| Pembayaran Pajak Penghasilan Badan<br>Corporate Income Tax Payment                                  | (1.100)                                     | (4.242)                                     | 3.142                                                              | (74,07)                                |
| Pembayaran Biaya Keuangan<br>Payment of Finance Fees                                                | (46)                                        | (13)                                        | (33)                                                               | 255,01                                 |
| Pembayaran kepada Karyawan<br>Payment to Employees                                                  | (1.517)                                     | (1.991)                                     | 474                                                                | (23,82)                                |
| Subjumlah<br>Subtotal                                                                               | (19.299)                                    | (20.412)                                    | 1.113                                                              | (5,45)                                 |
| <b>Arus Kas Bersih Diperoleh dari Aktivitas Operasi<br/>Net Cash Flow from Operating Activities</b> | <b>6.862</b>                                | <b>2.475</b>                                | <b>4.387</b>                                                       | <b>177,26</b>                          |

Pada tahun 2024, penerimaan dari aktivitas operasi senilai Rp6,86 triliun meningkat 177,26% dibanding tahun 2023 senilai Rp2,47 triliun. Peningkatan ditunjang dari kenaikan volume penjualan pupuk dan kelancaran dari penerimaan atas piutang penjualan. Selain itu, terdapat pelunasan piutang subsidi dari pemerintah serta piutang usaha dari tahun sebelumnya. Sementara itu pembayaran kepada pemasok naik senilai Rp2,47 triliun sehubungan dengan kenaikan pengeluaran untuk pembelian bahan baku untuk menunjang realisasi produksi yang meningkat dibandingkan tahun sebelumnya.

In 2024, revenues from operating activities amounted to Rp6.86 trillion, an increase of 177.26% compared to Rp2.47 trillion in 2023. This growth was supported by higher fertilizer sales volumes and the smooth collection of trade receivables. Additionally, the company received payments for government subsidy receivables and outstanding trade receivables from the previous year. Meanwhile, payments to suppliers increased by Rp2.37 trillion due to higher spending on raw materials to support increased production realization compared to the previous year.





## Arus Kas dari Aktivitas Investasi

## Cash Flow from Investment Activities

### Arus Kas dari Aktivitas Investasi Periode 2023-2024

Cash Flow from Investment Activities in the 2023-2024 Period

| Pos Akun<br>Account                                                                                          | Nilai<br>Value                              |                                             | Kenaikan (Penurunan)<br>2023-2024<br>Increase (Decrease) 2023-2024 |                                        |
|--------------------------------------------------------------------------------------------------------------|---------------------------------------------|---------------------------------------------|--------------------------------------------------------------------|----------------------------------------|
|                                                                                                              | 2024<br>(Rp miliar)<br>2024<br>(Rp billion) | 2023<br>(Rp miliar)<br>2023<br>(Rp billion) | Nilai<br>(Rp miliar)<br>Value<br>(Rp billion)                      | Persentase<br>(%)<br>Percentage<br>(%) |
| <b>Pembayaran</b><br>Payments                                                                                |                                             |                                             |                                                                    |                                        |
| Pembelian Aset Tetap dan Properti Investasi<br>Acquisition of Fixed Assets and Investment Property           | (2.452)                                     | (2.080)                                     | (372)                                                              | 17,87                                  |
| Pembayaran Uang Muka untuk Pembelian Aset Tetap<br>Advance Payment for Purchase of Fixed Assets              | (45)                                        | (143)                                       | 98                                                                 | (68,88)                                |
| Penempatan aset keuangan lancar lainnya<br>Placement of other current financial assets                       | (4.374)                                     | (3.575)                                     | (799)                                                              | 22,34                                  |
| Pinjaman kepada pihak berelasi<br>Loans to related parties                                                   | -                                           | (27)                                        | -                                                                  | -                                      |
| Sub Jumlah<br>Subtotal                                                                                       | (6.870)                                     | (5.825)                                     | (1.045)                                                            | 17,94                                  |
| <b>Penerimaan</b><br>Receipt                                                                                 |                                             |                                             |                                                                    |                                        |
| Pelunasan pinjaman pihak berelasi<br>Repayment of related parties                                            | 16                                          | -                                           | -                                                                  | -                                      |
| Penerimaan Dividen<br>Dividend Receipt                                                                       | 43                                          | 35                                          | 8                                                                  | 21,93                                  |
| Pencairan aset keuangan lancar lainnya<br>Disbursement of other current financial assets                     | 2.626                                       | -                                           | 2.626                                                              | -                                      |
| Sub Jumlah<br>Subtotal                                                                                       | 2.685                                       | 35                                          | 2.650                                                              | 7.570,54                               |
| <b>Arus Kas Bersih Diperoleh dari Aktivitas Investasi</b><br><b>Net Cash Flow from Investment Activities</b> | <b>(4.185)</b>                              | <b>(5.790)</b>                              | <b>1.605</b>                                                       | <b>(27,72)</b>                         |

Arus kas untuk aktivitas investasi tahun 2024 senilai Rp4,18 triliun, mengalami penurunan 27,72% dari tahun 2023 senilai Rp5,79 triliun. Pembayaran kas untuk investasi mengalami kenaikan sebesar 17,87%, yaitu pada tahun 2024 dibandingkan tahun 2023 dengan masing-masing tercatat senilai Rp6,85 triliun dan Rp5,82 triliun. Hal ini disebabkan oleh naiknya jumlah penempatan aset keuangan lancar lainnya berupa deposito berjangka dan simpanan giro jatuh tempo di atas 3 bulan dan kurang dari 1 tahun senilai Rp799 miliar. Selain itu, kenaikan pembayaran kas untuk investasi juga disebabkan oleh peningkatan pada arus kas investasi atas pembelian aset tetap terutama berupa peralatan pabrik serta aset dalam penyelesaian proyek pengembangan berupa penyiapan lahan industri, *revamping* pabrik ammonia 2, *soda ash*, dan proyek papua. Sedangkan penerimaan kas dari investasi mengalami kenaikan sebesar Rp2,65 triliun atas pencairan aset keuangan lancar lainnya.

Cash flow for investment activities in 2024 amounted to Rp4.18 trillion, a decrease of 27.72% from 2023 with a value of Rp5.79 trillion. Cash payments for investment increased by 17.87% in 2024 compared to 2023 with Rp6.85 trillion and Rp5.82 trillion, respectively. This was due to an increase in the amount of placement of other current financial assets in the form of time deposits and demand deposits with maturities of more than 3 months and less than 1 year worth Rp799 billion. In addition, the increase in cash payments for investment was also due to an increase in investment cash flows for the purchase of fixed assets, mainly in the form of factory equipment and assets in the completion of development projects in the form of industrial land preparation, ammonia 2 factory revamping, soda ash, and papua projects. Meanwhile, cash receipts from investments increased by Rp2.65 trillion from the disbursement of other current financial assets.



## Arus Kas dari Aktivitas Pendanaan

## Cash Flow from Financing Activities

### Arus Kas dari Aktivitas Pendanaan Periode 2023-2024

Cash Flow from Financing Activities in the 2023-2024 Period

| Pos Akun<br>Account                                                                                         | Nilai<br>Value                              |                                             | Kenaikan (Penurunan)<br>2023-2024<br>Increase (Decrease) 2023-2024 |                                        |
|-------------------------------------------------------------------------------------------------------------|---------------------------------------------|---------------------------------------------|--------------------------------------------------------------------|----------------------------------------|
|                                                                                                             | 2024<br>(Rp miliar)<br>2024<br>(Rp billion) | 2023<br>(Rp miliar)<br>2023<br>(Rp billion) | Nilai<br>(Rp miliar)<br>Value<br>(Rp billion)                      | Persentase<br>(%)<br>Percentage<br>(%) |
| <b>Penerimaan</b><br>Receipt                                                                                |                                             |                                             |                                                                    |                                        |
| Penerimaan Pinjaman Kredit Jangka Panjang<br>Receipt of Long-Term Loans                                     | -                                           | 2                                           | (2)                                                                | (100,00)                               |
| Penerimaan Pinjaman Kredit Jangka Pendek<br>Receipt of Short-Term Loans                                     | 1.080                                       | 1.599                                       | (519)                                                              | (32,46)                                |
| Sub Jumlah<br>Subtotal                                                                                      | 1.080                                       | 1.601                                       | (521)                                                              | (32,55)                                |
| <b>Pembayaran</b><br>Payment                                                                                |                                             |                                             |                                                                    |                                        |
| Pembayaran Pinjaman Kredit Jangka Panjang<br>Payment for Long-Terms Loans                                   | (2)                                         | (2)                                         | (0)                                                                | 8,80                                   |
| Pembayaran Liabilitas Keuangan<br>Payment for Financial Liabilities                                         | (78)                                        | (64)                                        | (14)                                                               | 22,36                                  |
| Pembayaran Pinjaman Kredit Jangka Pendek<br>Payment for Short-Terms Loans                                   | (2.517)                                     | (10)                                        | (2.507)                                                            | 25.066,02                              |
| Pembayaran Dividen ke Pemilik Entitas Induk<br>Dividend Payment to Owners of thr Parent Entity              | (1.305)                                     | (8.750)                                     | 7.445                                                              | (85,09)                                |
| Pembayaran Dividen pada Kepentingan Non<br>Pengendali<br>Dividend Payment to Non-Controlling Interests      | (2)                                         | (1)                                         | (1)                                                                | 124,59                                 |
| Sub Jumlah<br>Subtotal                                                                                      | (3.904)                                     | (8.827)                                     | 4.923                                                              | (55,77)                                |
| <b>Arus Kas Bersih Diperoleh dari Aktivitas Pendanaan</b><br><b>Net Cash Flow from Financing Activities</b> | <b>(2.824)</b>                              | <b>(7.226)</b>                              | <b>4.402</b>                                                       | <b>(60,92)</b>                         |

Arus kas bersih dari aktivitas pendanaan tahun 2024 senilai Rp2,83 triliun atau mengalami penurunan Rp4,40 triliun dibanding tahun sebelumnya senilai Rp7,22 triliun. Penerimaan kas untuk aktivitas pendanaan mengalami penurunan 32,55% dari tahun sebelumnya. Hal ini disebabkan berkurangnya penarikan pinjaman jangka pendek sebesar Rp519 miliar akibat ketersediaan kas yang masih mencukupi untuk kegiatan investasi dan operasional lainnya.

Pembayaran kas untuk aktivitas pendanaan mengalami penurunan sebesar 55,77% yang terutama berasal dari pembayaran dividen ke pemilik entitas induk sebesar Rp1,30 triliun dibandingkan tahun sebelumnya senilai Rp8,75 triliun. Di sisi lain, terdapat peningkatan pembayaran pinjaman kredit jangka pendek senilai Rp2,51 triliun sehubungan karena pembayaran *Supply Chain Financing* (SCF) senilai Rp1,5 T. Selain itu, penurunan atas arus kas pendanaan terjadi dikarenakan adanya pembayaran atas pinjaman jangka pendek.

Net cash flow used for financing activities in 2024 amounted to Rp2.83 trillion or a decrease of Rp4.40 trillion compared to Rp7.22 trillion in the previous year. Cash receipts for financing activities decreased by 32.55% compared to the previous year. This was due to a reduction in short-term loan withdrawals by Rp519 billion, as cash availability remained sufficient to support investment and other operational activities.

Cash payments for financing activities decreased by 55.77%, which was mainly derived from dividend payments to owners of the parent entity in the amount of Rp1.30 trillion compared to Rp8.75 trillion in the previous year. On the other hand, there was an increase in payments for short-term credit loan in the amount of Rp2.51 trillion due to the payment for Supply Chain Financing (SCF) in the amount of Rp1.5 trillion. Additionally, the decline in financing cash flows was due to the repayment of short-term loans.





## PROFITABILITAS DAN KEMAMPUAN PERUSAHAAN DALAM MENGHASILKAN KEUNTUNGAN

Rasio profitabilitas merupakan rasio untuk mengukur kemampuan perusahaan menghasilkan laba pada periode tahun buku tertentu. Dalam aspek ini, profitabilitas perusahaan dapat diukur melalui evaluasi terhadap margin operasi, margin laba bersih, tingkat pengembalian modal dan tingkat pengembalian investasi.

Margin laba bersih adalah rasio antara laba usaha setelah beban bunga dan pajak dibandingkan terhadap penjualan. Margin laba bersih 2024 tercatat 16,48%, mengalami penurunan 3,18% dibandingkan 2023 yang sebesar 19,67%. Hal disebabkan oleh penurunan harga jual sesuai dengan tabel harga jual. Adapun untuk kinerja produksi dan volume penjualan secara total mengalami peningkatan.

Laba terhadap Ekuitas (*Return On Equity/ROE*) adalah rasio yang mengevaluasi kemampuan dari ekuitas perusahaan dalam menghasilkan keuntungan bagi pemegang saham. ROE 2024 tercatat 12,46%, turun 2,65% dibandingkan 2023 sebesar 15,11%.

Tingkat pengembalian aset (*Return On Asset/ROA*) adalah rasio untuk mengevaluasi kemampuan aset perusahaan dalam menghasilkan keuntungan. ROA 2024 tercatat sebesar 10,79%, turun 1,25% dibandingkan 2023 sebesar 12,04%.

## PROFITABILITY AND THE COMPANY'S ABILITY TO GENERATE PROFIT

Profitability ratio is ratio to measure company's ability to generate profits in a certain financial year period. In this aspect, company profitability can be measured through evaluation of operating margin, net profit margin, return on capital, and return on investment.

Net profit margin is the ratio between operating profit after interest and tax expenses compared to sales. Net profit margin in 2024 was posted at 16.48%, a decrease of 3.18% compared to 2023, which stood at 19.67%. This was caused by a decrease in selling prices according to the selling price table. As for production performance and total sales volume, there was an increase.

Return on Equity (ROE) is a ratio that evaluates the ability of a company's equity to generate profits for shareholders. ROE in 2024 was posted at 12.46%, a decrease of 2.65% compared to 2023, which stood at 15.11%.

Return on Asset (ROA) is a ratio to evaluate the ability of a company's assets to generate profits. ROA in 2024 was posted at 10.79%, a decrease of 1.25% compared to 2023, which stood at 12.04%.

### Rasio Profitabilitas Periode 2023-2024

Profitability Ratios in the 2023-2024 Period

| Pos Akun<br>Account                                                    | Nilai<br>Value |             | Kenaikan<br>(Penurunan)<br>2023-2024<br>Increase<br>(Decrease) 2023-<br>2024 |
|------------------------------------------------------------------------|----------------|-------------|------------------------------------------------------------------------------|
|                                                                        | 2024<br>(%)    | 2023<br>(%) |                                                                              |
| Perputaran Total Aset<br>Total Asset Turnover                          | 72,27          | 64,47       | 7,80                                                                         |
| Margin Operasi<br>Operating Margin                                     | 19,49          | 23,22       | (3,73)                                                                       |
| Margin EBITDA<br>EBITDA Margin                                         | 28,00          | 32,02       | (4,02)                                                                       |
| Margin Laba Kotor<br>Gross Profit Margin                               | 25,79          | 30,61       | (4,82)                                                                       |
| Margin Laba Bersih<br>Net Profit Margin                                | 16,48          | 19,67       | (3,18)                                                                       |
| Laba terhadap Ekuitas<br>Return on Equity                              | 12,46          | 15,11       | (2,65)                                                                       |
| Laba terhadap Aset<br>Return on Asset                                  | 10,79          | 12,04       | (1,25)                                                                       |
| Laba sebelum Pajak terhadap Pendapatan<br>Profit Before Tax to Revenue | 21,16          | 25,15       | (3,99)                                                                       |

## KEMAMPUAN MEMBAYAR UTANG

Kemampuan Perusahaan dalam memenuhi seluruh kewajiban, baik jangka pendek maupun jangka panjang, diukur melalui rasio likuiditas dan rasio solvabilitas. Dimana rasio likuiditas digunakan untuk mengukur kemampuan Perusahaan dalam melunasi kewajiban jangka pendek, sementara rasio solvabilitas digunakan untuk mengukur kemampuan Perusahaan dalam memenuhi seluruh kewajibannya, baik kewajiban jangka pendek maupun kewajiban jangka panjang.

### Aspek Likuiditas

Rasio likuiditas merupakan rasio untuk mengukur kemampuan perusahaan menyelesaikan kewajiban jangka pendeknya dengan menggunakan aset lancar yang terdiri dari *Cash Ratio* (Rasio Kas), *Quick Ratio* (Rasio Cepat) dan *Current Ratio* (Rasio Lancar). Semakin tinggi nilai dari rasio-rasio tersebut, maka mengindikasikan bahwa Perusahaan mampu memenuhi kewajiban-kewajibannya yang akan jatuh tempo.

Rasio kas 2024 tercatat 165,60% atau naik 65,68% dibandingkan 2023 sebesar 99,92%. Rasio lancar 2024 tercatat 301,84%, naik 97,58% dibandingkan tahun sebelumnya sebesar 204,26%. Rasio cepat 2024 tercatat 218,47%, naik 85,87% dari tahun sebelumnya yang sebesar 132,60%. Kenaikan ketiga rasio ini terutama dipengaruhi oleh menurunnya liabilitas jangka pendek pada tahun 2024 sebesar Rp2,6 triliun atau sebesar 36,79% dari tahun 2024 terutama pelunasan liabilitas supplier.

### Rasio Likuiditas Periode 2023–2024

Liquidity Ratio in the 2023–2024 Period

| Pos Akun<br>Account           | Nilai<br>Value |             | Kenaikan<br>(Penurunan)<br>2023–2024<br>Increase<br>(Decrease) 2023–<br>2024 |
|-------------------------------|----------------|-------------|------------------------------------------------------------------------------|
|                               | 2024<br>(%)    | 2023<br>(%) |                                                                              |
| Rasio Kas<br>Cash Ratio       | 165,60         | 99,92       | 65,68                                                                        |
| Rasio Cepat<br>Quick Ratio    | 218,47         | 132,60      | 85,87                                                                        |
| Rasio Lancar<br>Current Ratio | 301,84         | 204,26      | 97,58                                                                        |

### Aspek Solvabilitas

Rasio solvabilitas merupakan rasio untuk mengukur keuntungan perusahaan membayar liabilitas jangka pendek maupun jangka panjang dengan menggunakan aset atau modal. Dalam hal ini, Perusahaan melakukan evaluasi terhadap rasio pinjaman terhadap ekuitas, rasio pinjaman terhadap aset dan EBITDA terhadap beban bunga.

Rasio pinjaman terhadap ekuitas merupakan kemampuan melunasi seluruh utang dengan menggunakan modal Perusahaan. Rasio pinjaman terhadap ekuitas 2024

## SOLVENCY

The Company's ability to meet all obligations, both short-term and long-term, is measured through the liquidity ratio and solvency ratio. Where the liquidity ratio is used to measure the Company's ability to pay off short-term obligations, while the solvency ratio is used to measure the Company's ability to meet all its obligations, both short-term and long-term obligations.

### Liquidity Aspect

Liquidity ratio is a ratio to measure the company's ability to settle its short-term obligations using current assets consisting of Cash Ratio, Quick Ratio, and Current Ratio. The higher the value of these ratios, the more it indicates that the Company is able to meet its maturing obligations.

Cash ratio in 2024 was posted at 165.60%, or increase of 65.68% compared to 99.92% in 2023. The current ratio in 2024 was posted at 301.84%, an increase of 97.58% compared to 204.26% in the previous year. The quick ratio in 2024 was posted at 218.47%, an increase of 85.87% compared to 132.60% in the previous of. The increase in these three ratios was mainly influenced by the decrease in short-term liabilities in 2024 by Rp2.6 trillion or 36.79% from 2024, especially the repayment of supplier liabilities.

### Solvency Aspect

Solvency ratio is ratio to measure company's profit in paying short-term and long-term liabilities using assets or capital. In this case, the Company evaluated the loan to equity ratio, loan to asset ratio, and EBITDA to interest expense.

The debt-to-equity ratio is the ability to pay off all debts using the Company's capital. The ratio of loans to equity in 2024 amounted to 0.48% or decreased by 4.81% from





sebesar 0,48% atau turun 4,81% dari tahun 2023 sebesar 5,29%. Sedangkan rasio pinjaman terhadap aset merupakan kemampuan perusahaan melunasi total utang dengan menggunakan total aset. Rasio pinjaman terhadap aset tahun 2024 sebesar 0,41% atau turun 3,80% dari tahun 2023 sebesar 4,21%. Penurunan ini terutama disebabkan menurunnya pinjaman jangka pendek berbunga pada tahun 2024 sebesar Rp1,43 Triliun atau turun 90,1% dari tahun 2023 serta kenaikan ekuitas perusahaan yang berasal dari peningkatan saldo laba ditahan.

2023 of 5.29%. Meanwhile, the ratio of loans to assets is the company's ability to pay off total debt using total assets. The ratio of loans to assets in 2024 amounted to 0.41% or decreased by 3.80% from 2023 of 4.21%. This decrease was mainly due to a decrease in short-term interest-bearing loans in 2024 of Rp1.43 trillion or a decrease of 90.1% from 2023 as well as an increase in the company's equity originating from an increase in retained earnings balances.

### Rasio Solvabilitas Periode 2023–2024

Solvency Ratio in the 2023–2024 Period

| Pos Akun<br>Account                                                 | Nilai<br>Value |             | Kenaikan<br>(Penurunan)<br>2023–2024<br>Increase<br>(Decrease) 2023–<br>2024 |
|---------------------------------------------------------------------|----------------|-------------|------------------------------------------------------------------------------|
|                                                                     | 2024<br>(%)    | 2023<br>(%) |                                                                              |
| Rasio Pinjaman terhadap Ekuitas (DER)<br>Debt to Equity Ratio (DER) | 0,48           | 5,29        | (4,81)                                                                       |
| Rasio Pinjaman terhadap Aset (DAR)<br>Debt to Asset Ratio (DAR)     | 0,41           | 4,21        | (3,80)                                                                       |
| Debt to Equity Ratio (DER)                                          | 15,46          | 25,56       | (10,10)                                                                      |
| Debt To Asset Ratio (DAR)                                           | 13,39          | 20,35       | (6,96)                                                                       |

### TINGKAT KOLEKTABILITAS PIUTANG

#### Aspek Perputaran

Rasio aktivitas merupakan rasio untuk mengukur kemampuan perusahaan dalam mengelola piutang yang dimiliki perusahaan sehingga dapat memberikan aliran kas masuk bagi perusahaan.

Periode penagihan adalah waktu yang dibutuhkan Perusahaan untuk menerima kas dari penjualan dalam jangka waktu satu tahun. Periode penagihan subsidi 2024 tercatat 43,04 hari atau turun 43,95 hari dibandingkan tahun sebelumnya. Sementara itu, periode penagihan nonsubsidi 2024 tercatat 18,89 hari atau turun 2,17 hari dibandingkan tahun sebelumnya sebesar 21,06 hari. Hal ini disebabkan oleh adanya penurunan saldo piutang sebesar Rp165 miliar atau 14,64% dari tahun 2023 yang dipengaruhi oleh adanya pelunasan piutang subsidi dari pemerintah.

Perputaran piutang usaha adalah waktu yang dibutuhkan perusahaan untuk menerima kas dari penjualan kreditnya dalam jangka waktu satu tahun. Perputaran piutang usaha 2024 tercatat 23,90 kali, naik 3,83 kali dari tahun 2023 sebanyak 20,07 kali. Kenaikan ini dipengaruhi oleh peningkatan pendapatan serta adanya penurunan saldo piutang melalui peningkatan efektivitas penagihan piutang.

### COLLECTIBILITY LEVEL OF RECEIVABLES

#### Turnover Aspect

Activity ratio is ratio to measure the company's ability to manage receivables that enable it to provide cash inflow for the company.

The collection period is time required for the Company to receive cash from sales within one year. The 2024 subsidy collection period was posted at 43.04 days, an decrease of 43.95 days compared to the previous year. Meanwhile, the 2024 non-subsidized collection period was posted at 18.89 days, an decrease of 2,17 days compared to 21.06 days in the previous year. This was due to a decrease in receivables balance of Rp165 billion or 14.64% from 2023 which was influenced by the repayment of subsidy receivables from the government.

Accounts receivable turnover is time required for company to receive cash from its credit sales within one year. Accounts receivable turnover in 2024 was posted at 23.90 times, an increase of 3.83 times compared to 20.07 times in 2023. This increase was influenced by an increase in revenue and a decrease in the balance of receivables through increasing the effectiveness of accounts receivable collection.



### Tingkat Perputaran/Aktivitas Periode 2023-2024

Turnover/Activity Rate in the 2023-2024 Period

| Pos Akun<br>Account                                                      | Nilai<br>Value |             | Kenaikan (Penurunan)<br>2023-2024<br>Increase (Decrease) 2023-2024 |                                        |
|--------------------------------------------------------------------------|----------------|-------------|--------------------------------------------------------------------|----------------------------------------|
|                                                                          | 2024<br>(%)    | 2023<br>(%) | Nilai<br>Value                                                     | Persentase<br>(%)<br>Percentage<br>(%) |
| Periode Penagihan Subsidi (hari)<br>Subsidy Billing Period (days)        | 43,04          | 86,99       | (43,95)                                                            | (50,53)                                |
| Periode Penagihan Nonsubsidi (hari)<br>Non-Subsidy Billing Period (days) | 18,89          | 21,06       | (2,17)                                                             | (10,32)                                |
| Perputaran Piutang Usaha (kali)<br>Accounts Receivable Turnover (times)  | 23,90          | 20,07       | 3,83                                                               | 19,06                                  |
| Average Collection Period (hari)<br>Average Collection Period (days)     | 15,27          | 18,18       | (2,91)                                                             | (15,98)                                |

### Umur Piutang Usaha

Total piutang usaha 2024 tercatat senilai Rp962 miliar atau turun 14,67% dari tahun sebelumnya senilai Rp1,13 triliun. Penurunan piutang terutama dipengaruhi oleh piutang belum jatuh tempo sebesar Rp167,58 miliar atau 14,90% dari tahun 2023. Adapun nilai piutang usaha jatuh tempo per 31 Desember 2024 untuk umur piutang usaha kurang dari 6 (enam) bulan, antara 6 sampai dengan 12 bulan, serta lebih dari 12 bulan masing-masing mengalami penurunan. Perusahaan terus melakukan upaya-upaya untuk mendapatkan pelunasan dari piutang jatuh tempo. Berikut ini adalah tabel perbandingan umur piutang usaha Perusahaan.

### Maturity of Trade Receivables

Total trade receivables in 2024 were recorded at Rp962 billion, down 14.67% from the previous year's Rp1.13 trillion. The decrease in receivables was mainly influenced by unmatured receivables of Rp167.58 billion or 14.90% from 2023. The value of trade receivables due as of December 31, 2024 for the age of trade receivables of less than 6 (six) months, between 6 to 12 months, and more than 12 months each decreased. The Company continues to make efforts to obtain repayment of overdue receivables. The following is a comparison table of the age of the Company's trade receivables.

### Rincian Umur Piutang Usaha Periode 2023-2024

Details of Trade Receivable Maturity in the 2023-2024 Period

| Pos Akun<br>Account              | Nilai<br>Value                      |                                     | Kenaikan (Penurunan)<br>2023-2024<br>Increase (Decrease) 2023-2024 |                                        |
|----------------------------------|-------------------------------------|-------------------------------------|--------------------------------------------------------------------|----------------------------------------|
|                                  | 2024<br>(Rp miliar)<br>(Rp billion) | 2023<br>(Rp miliar)<br>(Rp billion) | Nilai<br>Value                                                     | Persentase<br>(%)<br>Percentage<br>(%) |
| Belum Jatuh Tempo<br>Not Yet Due | 957                                 | 1.124                               | (167,58)                                                           | (14,90)                                |
| 1-3 bulan<br>1-3 months          | 3                                   | 2                                   | 1,44                                                               | 77,40                                  |
| 3-6 bulan<br>3-6 months          | 2                                   | 1                                   | 0,83                                                               | 103,90                                 |
| 6-12 bulan<br>6-12 months        | -                                   | -                                   | -                                                                  | -                                      |
| > 1 tahun<br>> 1 year            | 5                                   | 14                                  | (8,88)                                                             | (63,43)                                |
| <b>Jumlah</b><br>Total           | <b>967</b>                          | <b>1.141</b>                        | <b>(174,19)</b>                                                    | <b>(15,27)</b>                         |





## STRUKTUR MODAL DAN KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL

Tujuan utama pengelolaan modal Perusahaan adalah untuk memastikan pemeliharaan rasio modal yang sehat untuk mendukung usaha dan memaksimalkan imbalan bagi Pemegang Saham. Perusahaan memiliki kebijakan untuk senantiasa mempertahankan basis modal yang kuat sebagai upaya menjaga kepercayaan para pemangku kepentingan dalam jangka panjang.

### Struktur Modal

Struktur modal merupakan salah satu hal yang paling krusial agar perusahaan dapat beroperasi dengan lancar. Ini disebabkan karena struktur modal akan mempengaruhi secara langsung posisi keuangan Perusahaan.

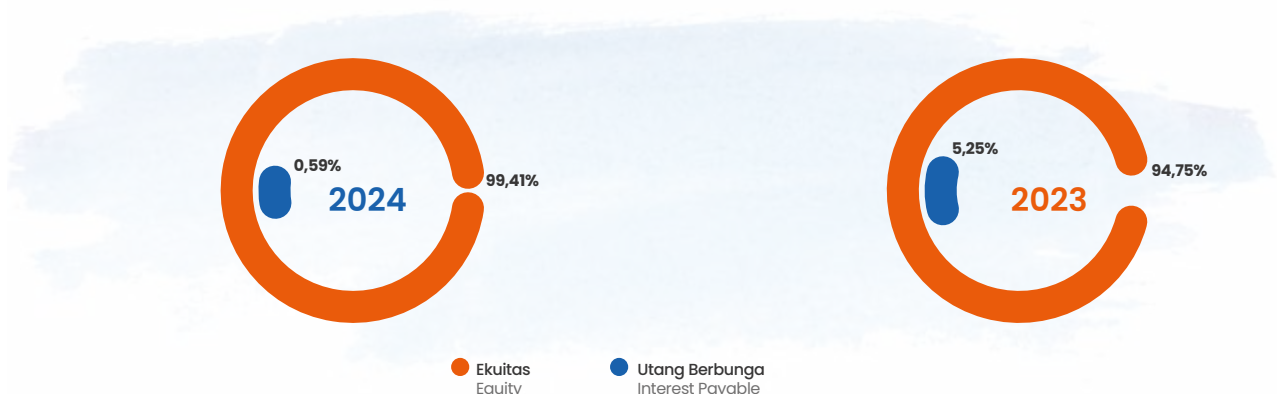
### Struktur Modal Perusahaan Periode 2023–2024

Company Capital Structure in the 2023–2024 Period

| Pos Akun<br>Account                                                       | Nilai<br>Value                      |                                     | Kenaikan (Penurunan)<br>2023–2024<br>Increase (Decrease) 2023–<br>2024 |                                        | Komposisi<br>Competition |             |
|---------------------------------------------------------------------------|-------------------------------------|-------------------------------------|------------------------------------------------------------------------|----------------------------------------|--------------------------|-------------|
|                                                                           | 2024<br>(Rp miliar)<br>(Rp billion) | 2023<br>(Rp miliar)<br>(Rp billion) | Nilai<br>(Rp miliar)<br>Value<br>(Rp billion)                          | Persentase<br>(%)<br>Percentage<br>(%) | 2024<br>(%)              | 2023<br>(%) |
| Utang Berbunga<br>Interest Payable                                        |                                     |                                     |                                                                        |                                        |                          |             |
| Pinjaman Jangka Pendek<br>Short-Term Loans                                | 196                                 | 1.647                               | (1.450)                                                                | (88,07)                                | 0,59                     | 5,17        |
| Pinjaman Jangka Panjang<br>Long-Term Loans                                | 1                                   | 27                                  | (26)                                                                   | (96,46)                                | 0,00                     | 0,09        |
| Jumlah Utang Berbunga<br>Long-Term Loans                                  | 197                                 | 1.674                               | (1.477)                                                                | (88,21)                                | 0,59                     | 5,25        |
| Ekuitas<br>Equity                                                         | 33.007                              | 30.202                              | 2.805                                                                  | 9,29                                   | 99,41                    | 94,75       |
| Jumlah Pinjaman dan Ekuitas<br>Total Loan and Equity                      | 33.204                              | 31.876                              | 1.328                                                                  | 4,17                                   | 100,00                   | 100,00      |
| Perbandingan Pinjaman terhadap<br>Ekuitas<br>Comparison of Loan to Equity | 0,6 : 99,4                          | 5,3 : 94,6                          |                                                                        |                                        |                          |             |

### Komposisi Struktur Modal Pupuk Kaltim

Composition of Pupuk Kaltim's Capital Structure



Pada tahun 2024 terdapat modal yang berasal dari pinjaman berbunga seperti pinjaman modal kerja dan hutang jangka panjang jatuh tempo. Struktur modal Perusahaan sebagian besar berupa ekuitas, yaitu sebesar 33,02 triliun, mengalami peningkatan 86,25 % dari tahun sebelumnya yaitu sebesar 79,65%. Sementara itu, porsi pinjaman sebesar 5,26 triliun, mengalami penurunan komposisi sebesar 6,60% dari tahun sebelumnya dengan porsi komposisi sebesar 20,35%. Porsi pinjaman yang masih rendah pada struktur modal mengingat kecukupan kas Perusahaan untuk membiayai kegiatan operasional dan investasi di tahun 2024.

Berdasarkan komposisi yang telah diuraikan di atas, ekuitas Perusahaan memiliki nilai yang secara signifikan lebih besar dari pinjaman jangka pendek dan pinjaman jangka panjang. Hal ini berpengaruh terhadap meningkatnya kemampuan perusahaan dalam mengakomodir rencana proyek-proyek investasi pengembangan ke depan.

#### **Kebijakan Manajemen atas Struktur Modal**

Dalam pengelolaan modal Perusahaan, struktur modal yang optimal bagi para pemegang saham harus diterapkan oleh manajemen Perusahaan. Selain itu, efisiensi penggunaan modal berdasarkan kondisi kas operasi dan belanja modal serta pertimbangan terhadap kebutuhan modal di masa mendatang untuk mempertahankan kelangsungan usaha juga merupakan hal yang harus diterapkan dalam pengelolaan modal.

Manajemen melakukan penarikan pinjaman berdasarkan dengan kebutuhan baik operasional maupun investasi. Pada tahun 2024, kondisi ketersediaan kas yang masih mencukupi untuk membiayai kegiatan investasi dan operasional kegiatan operasional perusahaan masih dapat ditopang dari ekuitas perusahaan. Dengan demikian manajemen belum melakukan penarikan kredit investasi. Sedangkan, pada tahun-tahun berikutnya manajemen berpotensi melakukan penarikan kredit investasi seiring dengan rencana investasi pengembangan ke depan. Dalam kebijakannya, manajemen juga berupaya mempertahankan keseimbangan antara tingkat pinjaman dan posisi ekuitas untuk memastikan struktur modal yang optimal.

#### **IKATAN YANG MATERIAL UNTUK INVESTASI BARANG MODAL**

Hingga akhir tahun 2024 tidak terdapat ikatan material untuk investasi barang modal di Perusahaan. Perikatan yang dilakukan tidak bersifat material dan bersifat rutin.

#### **REALISASI INVESTASI BARANG MODAL**

Dalam mengembangkan kegiatan usaha, investasi merupakan salah satu hal yang penting untuk dilakukan. Investasi barang modal Pupuk Kaltim mengacu pada

In 2024, there were capital from interest-bearing loans, such as working capital loans and maturing long-term payables. The Company's capital structure is mostly in the form of equity, namely in the amount of Rp33.02 trillion, an increase of 86.25% compared to 79.65% in the previous year. Meanwhile, the loan portion amounted to 5.26 trillion, a decrease of 6.60% in composition compared to 20.35% in the previous year. Loan portion remained low to the capital structure considering the Company's cash adequacy to finance operational and investment activities in 2024.

Based on the composition described above, the Company's equity has a value that is significantly greater than short-term loans and long-term loans. This has an impact on the increasing ability of the company to accommodate plans for future development investment projects.

#### **Management Policy on Capital Structure**

In managing the Company's capital, an optimal capital structure for shareholders shall be implemented by the Company's management. Apart from that, efficient use of capital based on operating cash conditions and capital expenditures as well as consideration of future capital needs to maintain business continuity are also matters that must be implemented in capital management.

Management makes loan withdrawals based on both operational and investment needs. In 2024, the cash availability is still sufficient to finance investment activities and operational activities of the company can still be supported by the company's equity. Thus, management has not made investment credit withdrawals. Meanwhile, in the following years, management has the potential to make investment credit withdrawals in line with future investment development plans. In its policy, management also seeks to maintain a balance between the level of loans and equity positions to ensure an optimal capital structure.

#### **MATERIAL COMMITMENT FOR CAPITAL GOODS INVESTMENT**

Up to the end of 2024, there were no material commitments for capital goods investment in the Company. The commitments made are not material and are routine in nature.

#### **REALIZATION OF CAPITAL GOODS INVESTMENT**

In developing business activities, investment is one of the important matters to be carried out. Pupuk Kaltim's capital goods expenditure refers to the Company's Long-Term





Rencana Jangka Panjang (RJP) Perusahaan, RKAP dan arahan Pemegang Saham. Sepanjang tahun 2024, investasi barang modal yang dilakukan untuk kepentingan investasi rutin dan pengembangan. Adapun investasi pengembangan antara lain, Program Revamping Ammonia Pabrik-2, pengembangan Pabrik Soda Ash, pengembangan Pabrik Amoniak-Urea Papua Barat, dan penyiapan lahan industri tahap-2.

Sumber dana yang digunakan untuk barang modal berasal dari dana internal. Pengelolaan dana dilakukan dengan mengutamakan prinsip kehati-hatian dan melakukan pengendalian risiko melalui penerapan *natural hedge*, yaitu mengimbangi pengeluaran dan penerimaan dalam mata uang asing.

1. *Revamping Ammonia Pabrik-2*

Sebagai upaya Perusahaan untuk melakukan efisiensi energi, maka Pupuk Kaltim melakukan Program *Revamping Ammonia Pabrik-2* yang telah dimulai sejak tahun 2023 dan diharapkan dapat selesai pada tahun 2025. Proyek *revamping* ini diharapkan konsumsi energi amoniak Pabrik-2 dapat turun sekitar 4,00 MMBtu/ton sehingga dapat menurunkan emisi CO<sub>2</sub> sebesar 110.000 ton/tahun dan mendukung program ESG Perusahaan. Realisasi *Revamping* Amoniak Pabrik-2 tahun 2024 sebesar Rp335,67 miliar, terdiri atas EPC proyek di mana kemajuan fisik proyek di akhir tahun 2024 sebesar 51,70%.

2. *Pembangunan Pabrik Soda Ash*

Pembangunan Pabrik *Soda Ash* diharapkan dapat memberikan dukungan atas penyediaan produk *soda ash* bagi Indonesia, sehingga kegiatan impor produk *soda ash* dapat dikurangi dan dapat menggunakan soda yang di produksi di dalam negeri, serta memperkuat daya saing di pasar global. Sejalan dengan Prinsip ESG yang diusung Pupuk Kaltim, pembangunan Pabrik *Soda Ash* ini juga sebagai upaya Perusahaan untuk menurunkan emisi CO<sub>2</sub> karena CO<sub>2</sub> digunakan sebagai bahan baku dengan kebutuhan sebesar 174.000 ton/tahun. Pada tahun 2024, realisasi pembangunan Pabrik *Soda Ash* sebesar Rp39,96 miliar terdiri atas proses penyiapan lahan, serta kegiatan lelang dan penyusunan *draft* kontrak EPC.

c. *Proyek Amoniak – Urea Papua Barat*

Sebagai upaya Pupuk Kaltim untuk meningkatkan kapasitas produksi amoniak dan urea dalam rangka mendukung program ketahanan pangan Pemerintah Indonesia serta sebagai bentuk pengembangan usaha untuk mendekati sumber bahan baku gas yang masih besar dan kompetitif dibandingkan sumber gas di Kalimantan Timur, maka Pupuk Kaltim akan melakukan pembangunan pabrik baru di Papua

Plan (LTP), WP&B, and Shareholders' directives. Throughout 2024, capital expenditures were made for routine investment and development purposes. The development investments include, Revamping of Ammonia Plant-2 Program, development of a Soda Ash Plant, development of an Ammonia-Urea Plant in West Papua, and the preparation of industrial land Phase-2.

The source of funds used for capital goods is derived from internal funds. Fund management is carried out by prioritizing the principle of prudence and controlling risks through the implementation of natural hedges, namely balancing expenditures and receipts in foreign currency.

1. *Revamping of Ammonia Plant-2*

As an effort by the Company to achieve energy efficiency, Pupuk Kaltim is carrying out the Ammonia Revamping Program for Plant-2, which has started since 2023 and is expected to be completed in 2025. The revamping project is expected to reduce the ammonia energy consumption of Plant-2 by approximately 4.00 MMBtu/ton, resulting in a CO<sub>2</sub> emission reduction of 110,000 tons per year, thereby supporting the Company's ESG program. The realization of Ammonia Revamping for Plant-2 in 2024 amounted to Rp335.67 billion, consisting of the project's EPC, in which the physical progress of the project at the end of 2024 was 51.70%.

b. *Construction of the Soda Ash Plant*

The construction of the Soda Ash Plant is expected to provide support for the provision of soda ash products for Indonesia, subsequently reducing import activities of soda ash products, utilize domestically produced soda, and strengthen competitiveness in the global market. In line with the ESG Principles carried out by Pupuk Kaltim, the construction of the Soda Ash Plant is also an effort by the Company to reduce CO<sub>2</sub> emissions where CO<sub>2</sub> is used as a raw material with a requirement of 174,000 tons/year. In 2024, the realization of the construction of the Soda Ash Plant amounted to Rp39.96 billion, consists of the land preparation process, as well as auction activities and preparation of the EPC contract draft.

c. *West Papua Ammonia-Urea Project*

As part of Pupuk Kaltim's efforts to increase ammonia and urea production capacity in support of the Indonesian Government's food security program, as well as to expand operations closer to large and competitive gas resources compared to those in East Kalimantan, Pupuk Kaltim will construct a new plant in Papua with a production capacity of 2,500 MTPD of ammonia and 3,500 MTPD of urea. In 2024,





dengan kapasitas amoniak 2.500 MTPD dan urea 3.500 MTPD. Tahun 2024, pengembangan proyek Pabrik Amoniak-Urea Papua Barat terealisasi sebesar Rp132,15 miliar, yang terdiri atas pembangunan infrastruktur atau fasilitas *groundbreaking*, serta penyusunan DED Infrastruktur, TOR, *Project Spec*, serta proses perizinan pengadaan lahan.

d. Penyiapan Lahan Industri Tahap-2

Proyek penyiapan lahan industri bertujuan untuk mendapatkan lahan yang matang dan siap bangun untuk mendukung proyek pengembangan Pupuk Kaltim ke depan. Proyek penyiapan lahan telah selesai pada tahun 2024 dan saat ini telah dilakukan *Close Out Report* sebagai bentuk laporan kemajuan pekerjaan penyiapan lahan yang telah dikerjakan dari 2019 hingga 2024.

the development of the West Papua Ammonia-Urea Plant was realized at Rp132.15 billion, covering the construction of infrastructure and groundbreaking facilities, as well as the preparation of the Detailed Engineering Design (DED) for infrastructure, Terms of Reference (TOR), Project Specifications, and the land acquisition permitting process.

d. Phase-2 of Industrial Land Preparation

The Industrial Land Preparation Project aims to secure ready-to-build land to support Pupuk Kaltim's future development projects. The land preparation was completed in 2024, and a Close Out Report has been conducted as a progress report on the land preparation work carried out from 2019 to 2024.

### INFORMASI DAN FAKTA MATERIAL YANG TERJADI SETELAH TANGGAL LAPORAN AKUNTAN

Tidak terdapat informasi dan fakta material yang terjadi setelah tanggal Laporan Akuntan pada 7 Mei 2025 sampai dengan disahkannya Laporan Tahunan ini pada 9 Mei 2025.

### INFORMATION AND MATERIAL FACTS THAT OCCUR AFTER THE ACCOUNTANT'S REPORT DATE

There is no material information and facts that occurred after the date of the Accountant's Report on May 7, 2025 until the ratification of this Annual Report on May 9, 2025.

### ANALISIS PENCAPAIAN TARGET TAHUN 2024

Secara umum, realisasi kinerja Perusahaan tahun 2024 di bawah target karena dipengaruhi oleh realisasi harga komoditas urea dan amoniak di bawah target. Rinciannya disampaikan dalam uraian di bawah ini.

### ANALYSIS OF TARGET ACHIEVEMENT IN 2024

In general, the Company's performance realization in 2024 was below target as it was affected by the realization of urea and ammonia commodity prices below target. The details are presented in the following description.

| Perihal<br>Description                                                                                                            | Realisasi<br>Realization | Target<br>Target | Pencapaian Realisasi<br>Terhadap Target 2024<br>(%)<br>Achievement of<br>Realization to 2024<br>Target (%) |
|-----------------------------------------------------------------------------------------------------------------------------------|--------------------------|------------------|------------------------------------------------------------------------------------------------------------|
| <b>Produksi (Ton)</b><br>Production (Tons)                                                                                        |                          |                  |                                                                                                            |
| Volume Produksi Urea (ton)<br>Urea Production Volume (tons)                                                                       | 3.416.182                | 3.275.322        | 104,30                                                                                                     |
| Volume Produksi Amoniak (ton)<br>Ammonia Production Volume (tons)                                                                 | 2.768.302                | 2.708.315        | 102,21                                                                                                     |
| Volume Produksi NPK (ton)<br>NPK Production Volume (tons)                                                                         | 288.984                  | 240.000          | 120,41                                                                                                     |
| <b>Pemasaran/Penjualan</b><br>Marketing/Sales                                                                                     |                          |                  |                                                                                                            |
| Volume Penjualan Urea (ton)<br>Urea Sales Volume (tons)                                                                           | 3.434.564                | 3.509.751        | 97,86                                                                                                      |
| Volume Penjualan Amoniak (ton)<br>Ammonia Sales Volume (tons)                                                                     | 766.570                  | 811.112          | 94,51                                                                                                      |
| Volume Penjualan NPK (ton)<br>NPK Sales Volume (tons)                                                                             | 313.628                  | 289.427          | 108,36                                                                                                     |
| <b>Laba Rugi dan Penghasilan Komprehensif Konsolidasian</b><br>Consolidated Statements of Profit or Loss and Comprehensive Income |                          |                  |                                                                                                            |
| Pendapatan (Rp miliar)<br>Revenue (Rp billion)                                                                                    | 24.957                   | 26.178           | 95,33                                                                                                      |
| Laba Tahun Berjalan (Rp miliar)<br>Profit for the Year (Rp billion)                                                               | 4.114                    | 4.101            | 100,31                                                                                                     |





| Perihal<br>Description                                                       | Realisasi<br>Realization | Target<br>Target | Pencapaian Realisasi<br>Terhadap Target 2024<br>(%)<br>Achievement of<br>Realization to 2024<br>Target (%) |
|------------------------------------------------------------------------------|--------------------------|------------------|------------------------------------------------------------------------------------------------------------|
| <b>Struktur Modal</b><br>Capital Structure                                   |                          |                  |                                                                                                            |
| Utang Berbunga (Rp miliar)<br>Interest Bearing Debts (Rp billion)            | 197                      | 1.674            | 11,79                                                                                                      |
| Ekuitas atau Modal Sendiri (Rp miliar)<br>Equity or Own Capital (Rp billion) | 33.007                   | 33.097           | 99,73                                                                                                      |
| <b>Investasi</b><br>Investment                                               |                          |                  |                                                                                                            |
| Investasi Barang Modal (Rp miliar)<br>Capital Goods Investment (Rp billion)  | 1.764                    | 2.001            | 88,17                                                                                                      |

Produksi Urea, Amoniak dan NPK tahun 2024 telah mencapai target masing masing sebesar 104,30%, 102,21% dan 120,41% dari target. Hal ini dipengaruhi oleh seluruh pabrik dapat beroperasi dengan optimal.

The realization of urea, ammonia and NPK production in 2024 was recorded to have achieved their respective set target, namely 104.30%, 102.21% and 120.41%. This is influenced by the fact that all factories can operate optimally.

Sementara itu, dari sisi pemasaran/penjualan baik untuk produk urea dan amoniak tercatat di bawah target, masing-masing sebesar 97,86% dan 94,51%. Hal ini disebabkan oleh serapan pupuk subsidi yang masih rendah dipengaruhi oleh faktor cuaca. Penjualan NPK di atas target sebesar 108,36%.

Meanwhile, in terms of marketing/sales, both urea and ammonia products were recorded below target, at 97.86% and 94.51%, respectively. This was due to the absorption of subsidized fertilizers which is still low is influenced by weather factors.. NPK sales exceeded the target, reaching 108.36%.

Pencapaian pendapatan tahun 2024 di bawah target sebesar 95,33% disebabkan oleh harga urea dan amoniak di bawah target. Sedangkan laba tahun berjalan di atas target sebesar 100,27% dipengaruhi oleh efisiensi pada beban usaha mencapai 10,04% dari tahun 2023. Untuk utang berbunga tahun 2024 sangat baik yaitu sebesar Rp197 miliar atau 11,79% dari target, serta Ekuitas perusahaan sebesar Rp33,01 triliun pada akhir tahun 2024.

The revenue achievement in 2024 was below the target at 95.33%, due to urea and ammonia prices below target. On the other hand, profit for the year exceeded the target at 100.27%, influenced by efficiency in operating expenses reaching 10.04% from 2023. For interest-bearing debt in 2024, it is very good at Rp197 billion or 11.79% of the target, and the company's equity amounted to IDR33.01 trillion at the end of 2024.

Investasi barang modal tahun 2024 senilai Rp1,76 triliun atau 88,17% dari target. Dikarenakan pergeseran realisasi investasi rutin dan pengembangan menyesuaikan kondisi kebutuhan perusahaan.

Capital goods investment in 2024 is worth IDR1.76 trillion or 88.17% of the target. Due to the shift in the realization of routine investment and development to adjust to the company's needs.

## TINGKAT KESEHATAN PERUSAHAAN

Berdasarkan Bab IV Pasal 76 dalam Peraturan BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, disebutkan bahwa Tingkat Kesehatan Perusahaan bagi BUMN dan entitas anaknya menggunakan peringkat (*rating*) yang dilakukan oleh lembaga pemeringkatan. Atas dasar Peraturan BUMN tersebut, Pupuk Kaltim menunjuk perusahaan pemeringkat PT Pemeringkat Efek Indonesia atau "Pefindo" untuk melakukan penilaian atas pemeringkatan Perusahaan tahun 2024.

## COMPANY SOUNDNESS LEVEL

Based on Chapter IV Article 76 of BUMN Regulation No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, which states that the Company Soundness Level for SOEs and subsidiaries uses a rating carried out by a rating agency. Based on the BUMN Regulation, Pupuk Kaltim appointed a rating company, namely PT Pemeringkat Efek Indonesia or "Pefindo" to conduct an assessment of the Company's rating in 2024.

Berdasarkan penilaian yang dilakukan Pefindo No. RC-654/PEF-DIR/V/2025 peringkat Pupuk Kaltim untuk tahun 2024 adalah "IdAAA Stable" atau Sangat Sehat.

Based on the assessment conducted by Pefindo No. RC-654/PEF-DIR/V/2025 Pupuk Kaltim's rating for 2024 was "IdAAA Stable" or Very Healthy.

## RINCIAN MASALAH YANG DIHADAPI DI TAHUN 2024 DAN SOLUSINYA

Sepanjang tahun 2024 perusahaan menghadapi beberapa masalah yang dapat menghambat kinerja Perusahaan, masalah-masalah tersebut terutama sebagai berikut:

### 1. Penurunan Harga Jual

Oversupply dan rendahnya permintaan masih menjadi masalah utama yang dihadapi sepanjang tahun 2024 baik untuk pasar urea maupun pasar Ammonia Internasional. Kondisi pasar Urea Internasional masih dipengaruhi oleh rendahnya permintaan dari negara-negara importir seperti India dan beberapa negara di Asia Tenggara, impor India tahun ini sedikit menurun yang disebabkan oleh peningkatan produksi dalam Negeri, sementara impor dari negara-negara Asia Tenggara yang menjadi pasar penting bagi Indonesia masih tetap stabil. Sementara, untuk kondisi pasar Ammonia Internasional menghadapi oversupply dengan adanya penambahan kapasitas baru di China sebesar 5,7 juta ton dari total penambahan kapasitas secara global sebesar 6,1 juta ton pada tahun 2024.

Kondisi oversupply mempengaruhi penurunan harga secara global baik untuk Urea maupun Ammonia, turunnya harga internasional berpengaruh terhadap harga jual Pupuk Kaltim di tahun 2024 yang mengalami sedikit penurunan dibandingkan tahun 2023. Harga jual rata-rata Pupuk Kaltim tahun 2024 untuk Urea Ekspor sebesar Rp5.205.817/ton turun dibandingkan harga jual rata-rata Urea Ekspor tahun 2023 sebesar Rp5.351.869/ton, sementara untuk Amoniak Ekspor harga jual rata-rata tahun 2024 sebesar Rp5.631.920/ton turun dibandingkan harga jual rata-rata tahun 2023 sebesar 6.831.061/ton.

## DETAILS OF ISSUES IN 2024 AND SOLUTIONS

Throughout 2024 the company faced several issues that could hamper the Company's performance, these issues were mainly as follows:

### 1. Selling Price Reduction

Oversupply and low demand are still the main problems faced throughout 2024 for both the urea market and the international ammonia market. International Urea market conditions are still affected by low demand from importing countries such as India and several countries in Southeast Asia, India's imports this year have decreased slightly due to increased domestic production, while imports from Southeast Asian countries which are important markets for Indonesia remain stable. Meanwhile, the international ammonia market is facing oversupply with the addition of new capacity in China amounting to 5.7 million tons of the total global capacity addition of 6.1 million tons by 2024.

The oversupply condition affects the decline in global prices for both Urea and Ammonia, the decline in international prices affects the selling price of Pupuk Kaltim in 2024 which has decreased slightly compared to 2023. The average selling price of East Kalimantan Fertilizer in 2024 for Urea Export is Rp5,205,817/ton, down from the average selling price of Urea Export in 2023 of Rp5,351,869/ton, while for Ammonia Export the average selling price in 2024 is Rp5,631,920/ton, down from the average selling price in 2023 of 6,831,061/ton.





## Harga Jual Urea dan Amoniak Internasional tahun 2022-2024

International Urea and Ammonia Selling Prices in 2022-2024



### KEBERLANGSUNGAN USAHA

Keberlangsungan usaha Pupuk Kaltim berhasil memenuhi target produksi tahun 2024 dan membukukan kinerja positif. Pupuk Kaltim juga terus berkomitmen untuk mendukung ketahanan pangan nasional, keberlanjutan lingkungan, dan pemberdayaan masyarakat. Perusahaan terus berupaya melakukan perkembangan penerapan prinsip-prinsip *Environmental, Social, and Governance* (ESG) dalam proses bisnis. Komitmen keberlanjutan yang dilakukan Pupuk Kaltim dalam mendukung target pemerintah untuk mencapai *Net Zero Emission* pada tahun 2060 serta aktif mengembangkan energi terbarukan dan teknologi ramah lingkungan.

Pupuk Kaltim mendukung peningkatan produktivitas pertanian dan melakukan program dekarbonasi melalui ekonomi sirkuler dan *offset* karbon sebagai bentuk penerapan berbagai inovasi, termasuk efisiensi produksi dan pemberdayaan sosial-ekonomi masyarakat. Dilihat dari aspek pasar, permintaan akan produk pupuk dan amoniak masih menunjukkan konsistensi bahkan peningkatan. Hal ini terutama produk pupuk sebagai komoditas utama dalam memenuhi kebutuhan pertanian dan perkebunan yang terus meningkat. Sedangkan amoniak sebagai komoditas yang sangat dibutuhkan untuk bahan baku di berbagai industri.

### Hasil Assessment Perusahaan terhadap Kondisi Tahun 2024 yang Berpengaruh

Di tahun 2022 dan 2023, perusahaan melakukan estimasi atas provisi kurang bayar tarif gas bumi untuk penyaluran gas bumi menggunakan asumsi formula harga gas bumi dan penentuan wilayah kerja ("WK") yang terdampak

### BUSINESS SUSTAINABILITY

The sustainability of Pupuk Kaltim's business has succeeded in meeting the 2024 production target and posting positive performance. Pupuk Kaltim also continues to be committed to supporting national food security, environmental sustainability, and community empowerment. The Company continues to strive to develop the application of *Environmental, Social, and Governance* (ESG) principles in its business processes. Pupuk Kaltim supports the government's target to achieve *Net Zero Emission* by 2060 and is actively developing renewable energy and environmentally friendly technology.

Pupuk Kaltim supports increasing agricultural productivity and implementing decarbonization programs through a circular economy and carbon offsets as a form of implementing various innovations, including production efficiency and community socio-economic empowerment. In terms of the market aspect, the demand for fertilizer and ammonia products still shows consistency and even increases. This is especially the case for fertilizer products as the main commodity in meeting the increasing needs of agriculture and plantations. While ammonia is a commodity that is very much needed for raw materials in various industries.

### Company Assessment Results on Influential Conditions in 2024

In 2022 and 2023, the Company made an estimate of the provision for underpayment of natural gas tariffs for the distribution of natural gas using the assumption of the natural gas price formula and the determination of the

penyesuaian harga gas bumi. Pertimbangan dan asumsi yang dilakukan karena Perusahaan belum menerima Surat Pemberitahuan dari Menteri Energi dan Sumber Daya Mineral ("ESDM") atau regulator atas penyesuaian harga gas bumi untuk tahun 2023. Dengan estimasi tersebut, Perusahaan membukukan provisi kurang bayar pengadaan gas bumi sebesar Rp1.691.907 pada tahun 2022-2023.

SKK Migas menyampaikan salinan surat Menteri ESDM terkait penyesuaian harga gas bumi kepada Pupuk Kaltim untuk periode 30 Juli 2021 sampai 31 Desember 2021 yaitu diberlakukannya kembali penggunaan tarif harga formula berdasarkan PJBG untuk beberapa WK tertentu dan bukan berdasarkan tarif Kep 134 pada surat per tanggal 27 September 2023. Pada bulan Januari 2024 telah dibayarkan penuh untuk provisi penyesuaian harga gas bumi sebesar Rp356.483 yang telah direklasifikasi menjadi utang usaha kepada PT Pertamina (Persero) pada tanggal 31 Desember 2023.

Pada tanggal 12 Juli 2024, Kementerian ESDM menerbitkan Surat Menteri ESDM No. T-298/MG.04/MEM.M/2024 yang menyatakan bahwa harga gas bumi tertentu berdasarkan Kep 134 poin 8 dan lampiran III serta Kep 91 poin 9 tidak lagi berlaku sejak 1 Januari 2024 dan memberikan informasi mengenai rumus perhitungan harga gas bumi terbaru yang berlaku tanggal 1 Januari 2024 hingga 31 Desember 2028. Dalam surat tersebut juga menyatakan bahwa harga gas bumi tahun 2022 dan 2023 adalah sebesar \$5,88/mmbtu sehingga provisi tahun 2022 dan 2023 yang telah dicatat Perusahaan dipulihkan. Selain itu, perusahaan juga telah mencatat pembukuan kurang bayar pengadaan gas bumi tahun 2024 sebesar Rp1.429.970 untuk pembayaran gas bulan Juli-November 2024 telah menggunakan acuan baru.

Sampai dengan tanggal penerbitan laporan keuangan konsolidasi ini, PJBG untuk Pabrik Kaltim-4, Kaltim-1 atau 5, Kaltim-2, Kaltim-3 dan Kaltim-1A mengikuti Surat Menteri ESDM No. T-298/MG.04/MEM.M/2024 dan saat ini masih dalam proses.

### Dukungan Keunggulan Perusahaan

Saat ini Pupuk Kaltim memiliki fasilitas produksi amoniak dan urea terbesar di Asia Tenggara yang terdiri dari 5 (lima) pabrik amoniak, 5 (lima) pabrik urea, 2 (dua) pabrik NPK Blending, 2 (dua) pabrik NPK Fusion, 2 (dua) pabrik boiler batu bara. Selain itu, Perusahaan juga memiliki unit pengantongan, pergudangan berkapasitas produksi pupuk urea 3,43 juta ton/tahun, amoniak sebanyak 2,74 juta ton/tahun, dan 300 ribu ton/tahun NPK.

Seluruh pabrik serta fasilitas pendukungnya berada dalam satu kawasan dan dilengkapi sistem terintegrasi, baik bahan baku, bahan *intermediate* maupun seluruh

working areas ("WK") affected by the adjustment of the natural gas price. The considerations and assumptions were made because the Company had not received a Notification Letter from the Minister of Energy and Mineral Resources ("MEMR") or the regulator regarding the adjustment of the natural gas price for 2023. With this estimate, the Company recorded a provision for underpayment of natural gas procurement of Rp1,691,907 in 2022-2023.

SKK Migas conveyed the copy of the letter from the Minister of Energy and Mineral Resources regarding the adjustment of natural gas prices to Pupuk Kaltim for the period of July 30, 2021, to December 31, 2021, namely the re-implementation of the use of formula price rates based on PJBG for several specific WKs and not based on the Kep 134 rate in the letter dated September 27, 2023. In January 2024, the provision for the adjustment of natural gas prices of Rp356,483 was fully paid, which was reclassified as accounts payable to PT Pertamina (Persero) on December 31, 2023.

On July 12, 2024, the Ministry of EMR issued a Letter of the Minister of Energy and Mineral Resources No. T-298/MG.04/MEM.M/2024 stating that certain natural gas prices based on Decree 134 point 8 and attachment III and Decree 91 point 9 are no longer valid as of January 1, 2024, and provide information on the latest natural gas price calculation formula valid from January 1, 2024, to December 31, 2028. The letter also stated that the natural gas price in 2022 and 2023 is \$5.88/mmbtu, so that the provisions for 2022 and 2023 that have been posted by the Company are restored. In addition, the Company has also recorded a shortfall in the accounting for natural gas procurement in 2024 in the amount of Rp1,429,970 for gas payments for July-November 2024 using a new reference.

As of the date of issuance of this consolidated financial report, the PJBG for the Kaltim-4, Kaltim-1 or 5, Kaltim-2, Kaltim-3 and Kaltim-1A Plants complies with the Letter of the Minister of EMR No. T-298/MG.04/MEM.M/2024 and is currently still in process.

### Corporate Excellence Support

Currently, Pupuk Kaltim has the largest ammonia and urea production facilities in Southeast Asia, consisting of 5 (five) ammonia plants, 5 (five) urea plants, 2 (two) NPK Blending plants, 2 (two) NPK Fusion plant, 2 (two) coal boiler. Moreover, the Company also has a bagging unit, warehousing with a production capacity of urea fertilizer of 3.43 million tons/year, ammonia of 2.74 million tons/year, and 300 thousand tons/year of NPK.

The entire factory and its supporting facilities are located in one area and are equipped with an integrated system, including raw materials, intermediate materials, and all







utilitas untuk menjamin keandalan dan fleksibilitas pabrik. Dengan begitu, kegiatan produksi dapat berjalan secara optimal dan efisien.

Pabrik amoniak dan urea Pupuk Kaltim telah mengadopsi teknologi dari berbagai *licensor* dengan efisiensi yang tinggi. Perusahaan memproduksi beragam jenis pupuk urea serta pupuk NPK. Adapun jenis pupuk urea yang diproduksi, yaitu urea prill dan urea granul yang merupakan pupuk *slow release*. Dengan sistem integrasi antarpabrik, Perusahaan lebih fleksibel memproduksi jenis pupuk urea sesuai kebutuhan pasar.

Perusahaan memiliki 2 (dua) pabrik NPK Fusion yang memproduksi jenis pupuk NPK Steam Granulation. Ada juga pabrik NPK Blending dengan produk yang dapat disesuaikan kebutuhan pelanggan.

Dalam mendukung proses produksi, Perusahaan memiliki Laboratorium yang terakreditasi Komite Akreditasi Nasional (KAN) untuk menjamin kualitas pada bahan baku, *in process* dan produk. Pupuk Kaltim juga memiliki dan mengoperasikan pelabuhan khusus di Bontang, dengan 4 (empat) dermaga yang dapat melayani kapal-kapal berukuran hingga 40.000 DWT. Adapun fasilitas Dermaga (1, 2, 3, 4, 6, 8), Batu Bara & Fasilitas (RMHC, BSL II dan *Scapper* Batu Bara) yang dapat menjamin pengeluaran produk secara masif. Selain itu, Pupuk Kaltim memiliki fasilitas 3 tangki amoniak dengan total kapasitas 102 ribu ton, gudang produk urea curah (Urea Bulk Storage 1 s.d 6) dengan total kapasitas 315 ribu ton, gudang produk kantong (urea dan NPK) dengan kapasitas 66 ribu ton, gudang bahan baku curah NPK 110 ribu ton, gudang bahan baku kantong jumbo sebesar 20,6 ribu ton serta gudang container yard sebesar 14.280 ton.

## KEBIJAKAN DAN PEMBAGIAN DIVIDEN

### Dasar Kebijakan tentang Pembagian Dividen

Mengacu kepada Undang-undang RI No. 40 Tahun 2007 tentang Perseroan Terbatas, Perusahaan diwajibkan untuk menyisihkan cadangan dari keuntungan wajib paling sedikit sebesar 20% dari jumlah saham ditempatkan dan disetor penuh.

Dalam Anggaran Dasar Perusahaan, disebutkan tentang penggunaan laba dan pembagian dividen kepada pemegang saham bahwa penggunaan laba bersih untuk dibagikan kepada Pemegang Saham sebagai dividen, pembagian tantiem Direksi dan Dewan Komisaris, bonus untuk karyawan dan cadangan Perusahaan untuk perluasan usaha Perusahaan yang persentasenya masing-masing ditetapkan tiap tahun pada Rapat Umum Pemegang Saham (RUPS).

utilities to ensure factory reliability and flexibility. Thus, production activities can run optimally and efficiently.

Pupuk Kaltim's ammonia and urea factory has adopted technology from various licensors with high efficiency. The Company produces various types of urea fertilizer and NPK fertilizer. The types of urea fertilizer produced are prill urea and granule urea which are slow release fertilizers. With an inter-factory integration system, the Company is more flexible in producing types of urea fertilizer according to market needs.

The Company has 2 (two) NPK Fusion plants, which produce NPK Steam Granulation fertilizer. There is also an NPK Blending factory with products that can be tailored to customer needs.

To support the production process, the Company has a Laboratory accredited by the National Accreditation Committee (KAN) to guarantee the quality of raw materials, in process and products. Pupuk Kaltim also owns and operates special port in Bontang, with 4 (four) piers that can serve ships up to 40,000 DWT. There are Pier facilities (1, 2, 3, 4, 6, 8), Coal & Facilities (RMHC, BSL II and Coal Scapper), which can guarantee massive product release. In addition, Pupuk Kaltim has facilities of 3 ammonia tanks with a total capacity of 102 thousand tons, a bulk urea product warehouse (Urea Bulk Storage 1 to 6) with a total capacity of 315 thousand tons, a bag product warehouse (urea and NPK) with a capacity of 66 thousand tons, a bulk NPK raw material warehouse of 110 thousand tons, a jumbo bag raw material warehouse of 20.6 thousand tons and a container yard warehouse of 14,280 tons.

## DIVIDEND POLICY AND DISTRIBUTION

### Basis of Policy on Dividend Distribution

Pursuant to Law of the Republic of Indonesia No. 40 of 2007 on Limited Liability Companies, Companies are required to set aside reserves from mandatory profits of at least 20% of the number of issued and fully paid shares.

In the Company's Articles of Association, it is stated regarding the use of profits and distribution of dividends to shareholders that the use of net profit is to be distributed to Shareholders as dividend, distribution of bonus for Board of Directors and Board of Commissioners, bonus for employees and company reserves for expanding the Company's business, respective percentages of which are determined every year at the General Meeting of Shareholders (GMS).



### Kebijakan dan Pembagian Dividen Tahun 2024

Pada tanggal pengumuman 22 Juli 2024 ditetapkan kewajiban pembayaran dividen kepada Pemegang Saham sebesar Rp1,31 triliun atau 28,58% dari laba bersih 2023 sebesar Rp4,56 triliun. Dividen tersebut dibayarkan pada tanggal 16 Agustus 2024 sebesar Rp1,305 triliun.

Dividen *Payout Ratio* 2024 tercatat 28,58 % atau turun 52,36% dari tahun sebelumnya sebesar 60%, sedangkan dividen kas per lembar saham tahun 2024 tercatat sebesar Rp74 per lembar turun Rp423 dibanding 2023 senilai Rp497 per lembar. Penurunan porsi laba yang dibagikan tersebut sesuai keputusan dari Pemegang Saham.

### Dividend Policy and Distribution in 2024

On the announcement date of July 22, 2024, it was determined that the obligation to pay dividends to shareholders amounted to Rp1.31 trillion or 28.58% of the 2023 net profit of Rp4.56 trillion. The dividend was paid on August 16, 2024 amounting to Rp1.305 trillion.

The 2024 Dividend Payout Ratio was recorded at 28.58% or down 52.36% from the previous year of 60%, while the cash dividend per share in 2024 was recorded at Rp74 per share, down Rp423 compared to 2023 of Rp497 per share. The decrease in the portion of profit distributed is in accordance with the decision of the Shareholders.

### Kronologis Pembagian Dividen

Kronologis pembagian dan pembayaran Dividen tunai dalam 5 (lima) tahun terakhir dapat dilihat di bawah ini.

### Chronology of Dividend Distribution

The chronology of distribution and payment of cash dividends in the last 5 (five) years can be seen below.

| Tahun Pembagian Distribution Year | Tahun Hasil Usaha Year of Operating Results                                                    | Tanggal Pengumuman Announcement Date  | Tanggal Pembayaran Payment Date                                                                                              | Laba Bersih sebagai Dasar Pembagian Dividen (Rp miliar) Net Profit as Basis for Dividend Distribution (Rp-billion) | Dividen Kas yang Dibagikan (Rp miliar Distributed Cash Dividend (Rp-billion)) | Dividen per Lembar Saham (Rp/lembar saham) Dividend per Share (Rp/share) | Rasio Pembagian Dividen (%) Dividend Distribution Ratio (%) |
|-----------------------------------|------------------------------------------------------------------------------------------------|---------------------------------------|------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|--------------------------------------------------------------------------|-------------------------------------------------------------|
| 2024                              | 2023                                                                                           | 22 Juli 2024<br>July 22, 2023         | • 16 Agustus 2024<br>• August 16, 2024                                                                                       | 4.564                                                                                                              | 1.305                                                                         | 74                                                                       | 28,58                                                       |
| 2023                              | 2022                                                                                           | 8 Juni 2023<br>June 8, 2023           | • Tahap I: 3 Juli 2023<br>• Tahap II: 6 Oktober 2023<br>• Phase I: July 3, 2023<br>• Tahap II: October 6, 2023               | 14.594                                                                                                             | 8.750                                                                         | 497                                                                      | 60                                                          |
| 2022                              | 2021                                                                                           | 30 Juni 2022<br>June 30, 2022         | • Tahap I: 22 Juli 2022<br>• Tahap II: 21 Desember 2022<br>• Phase I: July 22, 2022<br>• Phase II: December 21, 2022         | 6.164                                                                                                              | 1.849                                                                         | 376                                                                      | 30                                                          |
| 2021                              | Saldo laba belum ditentukan penggunaannya<br>Use of retained earnings have not been determined | 22 November 2022<br>November 22, 2022 | 21 Desember 2022<br>December 21, 2022                                                                                        | -                                                                                                                  | 4.774                                                                         | -                                                                        | -                                                           |
|                                   |                                                                                                | 30 Juni 2021<br>June 30, 2021         | 25 Februari 2022<br>February 25, 2022                                                                                        | -                                                                                                                  | 1.400                                                                         | -                                                                        | -                                                           |
|                                   |                                                                                                |                                       | 30 Desember 2021<br>December 30, 2021                                                                                        | -                                                                                                                  | 548                                                                           | -                                                                        | -                                                           |
|                                   | 2020                                                                                           | 30 Juni 2021<br>June 30, 2021         | • Tahap I: 30 Desember 2021<br>• Tahap II: 25 Februari 2022<br>• Phase I: December 30, 2021<br>• Phase II: February 25, 2022 | 1.815                                                                                                              | 1.452                                                                         | 193                                                                      | 80                                                          |





| Tahun Pembagian<br>Distribution Year | Tahun Hasil Usaha<br>Year of Operating Results | Tanggal Pengumuman<br>Announcement Date | Tanggal Pembayaran<br>Payment Date                                                                                                                                                                                                                            | Laba Bersih sebagai Dasar Pembagian Dividen (Rp miliar)<br>Net Profit as Basis for Dividend Distribution (Rp-billion) | Dividen Kas yang Dibagikan (Rp miliar)<br>Distributed Cash Dividend (Rp-billion) | Dividen per Lembar Saham (Rp/lembar saham)<br>Dividend per Share (Rp/share) | Rasio Pembagian Dividen (%)<br>Dividend Distribution Ratio (%) |
|--------------------------------------|------------------------------------------------|-----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|-----------------------------------------------------------------------------|----------------------------------------------------------------|
| 2020                                 | 2019                                           | 6 Agustus 2020<br>August 6, 2020        | <ul style="list-style-type: none"> <li>Tahap I: 1 September 2020</li> <li>Tahap II: 1 Oktober 2020</li> <li>Tahap III: 27 Oktober 2020</li> <li>Phase I: September 1, 2020</li> <li>Phase II: October 1, 2020</li> <li>Phase III: October 27, 2020</li> </ul> | 1.800 <sup>*)</sup>                                                                                                   | 774                                                                              | 44                                                                          | 43                                                             |

<sup>\*)</sup> Laba bersih sebagai dasar pembagian dividen menggunakan Laba Tahun Berjalan yang Dapat Diatribusikan kepada Pemilik Entitas Induk pada Laporan Keuangan Teraudit Pupuk Kaltim tahun 2019 di mana belum dilakukan penyajian kembali dan reklasifikasi sebagaimana disajikan pada Laporan Keuangan Teraudit Pupuk Kaltim tahun 2020.

<sup>\*)</sup> Net profit as the basis for dividend distribution uses Profit for the Year Attributable to Owner of the Parent Entity in Pupuk Kaltim's 2019 Audited Financial Statements where restatement and reclassification have not been carried out as presented in Pupuk Kaltim's 2020 Audited Financial Statements.

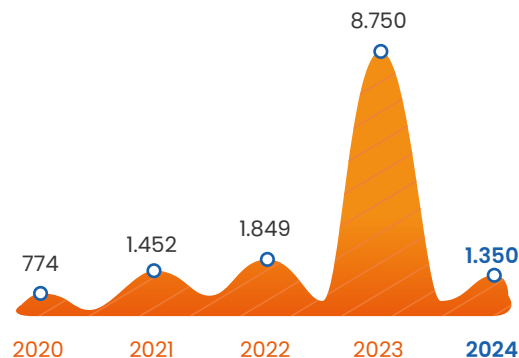
Perkembangan pembayaran dividen tunai yang dilakukan Perusahaan kepada pemegang saham dalam 5 (lima) tahun terakhir dapat dilihat pada bagan di bawah ini.

The development of cash dividend payments made by the Company to shareholders in the last 5 (five) years is presented in the following chart.

#### Perkembangan Pembayaran Dividen Tunai Periode 2020-2024

Development of Cash Dividend Payment in the 2020-2024 Period

Rp miliar | Rp billion



#### KONTRIBUSI TERHADAP NEGARA DAN PEMBANGUNAN INDONESIA

##### Pembayaran Pajak

Kontribusi Perusahaan kepada negara selain melalui dividen adalah melalui pembayaran pajak. Setoran pajak merupakan perwujudan dari kewajiban kenegaraan dan peran serta wajib pajak untuk secara langsung dan bersama-sama melaksanakan kewajiban perpajakan untuk pembiayaan negara dan pembangunan nasional. Jenis pajak yang dibayarkan setiap tahun adalah Pajak Daerah, Pajak Penghasilan Badan (PPh Badan), Pajak Penghasilan Potong Pungut, Pajak Pertambahan Nilai (PPN) dan Pajak Lainnya.

#### CONTRIBUTION TO THE STATE AND DEVELOPMENT OF INDONESIA

##### Tax Payment

The Company's contribution to the country, apart from dividend, is through tax payment. Tax payment is manifestation of state obligation and the role of taxpayers to directly and jointly carry out tax obligation for state financing and national development. The types of taxes paid every year are Regional Tax, Corporate Income Tax (City Income Tax), Withholding Income Tax, Value Added Tax (VAT), and Other Taxes.

Kontribusi Perusahaan kepada negara menurun sebesar Rp2,82 Triliun atau sebesar 43,06% dari tahun sebelumnya. Penurunan terbesar ada pada PPh Badan yaitu sebesar Rp3,197 Miliar dikarenakan kondisi Lebih Bayar Bayar PPh Badan tahun 2023 dan pemanfaatan fasilitas pengurangan PPh pasal 25 yang diterima sampai bulan April 2024.

The Company's contribution to the state decreased by Rp2.82 Trillion or 43.06% from the previous year. The largest decrease was in Corporate Income Tax of Rp3,197 Billion due to the condition of Overpayment of Corporate Income Tax in 2023 and utilization of Income Tax Article 25 reduction facility received until April 2024.

Adapun kontribusi pajak dari Perusahaan kepada negara adalah sebagai berikut.

The following is the tax contribution from the Company to the state.

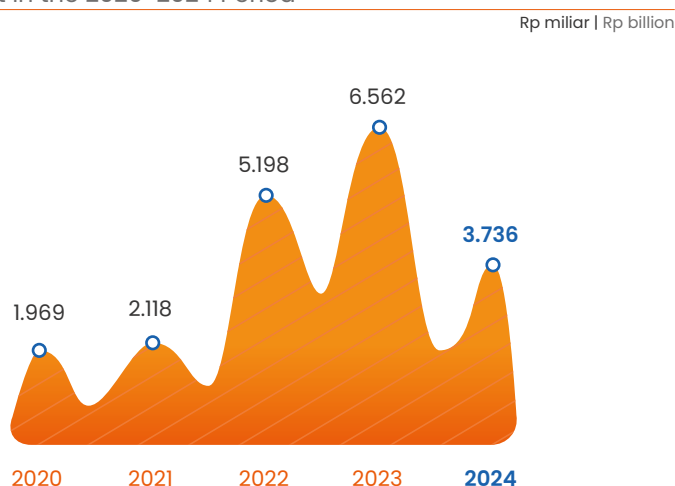
| Jenis Pajak<br>Type of Taxes                | Nilai<br>Value                              |                                             | Kenaikan (Penurunan)<br>2023-2024<br>Increase (Decrease) 2023-2024 |                                        |
|---------------------------------------------|---------------------------------------------|---------------------------------------------|--------------------------------------------------------------------|----------------------------------------|
|                                             | 2024<br>(Rp miliar)<br>2024<br>(Rp billion) | 2023<br>(Rp miliar)<br>2023<br>(Rp billion) | Nilai<br>(Rp miliar)<br>Value<br>(Rp billion)                      | Persentase<br>(%)<br>Percentage<br>(%) |
| Pajak Daerah<br>Local Tax                   | 53                                          | 46                                          | 7                                                                  | 15,22                                  |
| PPh Badan<br>Corporate Income Tax           | 1.044                                       | 4.241                                       | (3.197)                                                            | (75,38)                                |
| PPh Potong Pungut<br>Withholding Income Tax | 467                                         | 569                                         | (102)                                                              | (17,93)                                |
| PPN<br>VAT                                  | 1.886                                       | 1.412                                       | 474                                                                | 33,57                                  |
| Pajak Lainnya<br>Other Taxes                | 286                                         | 293                                         | (7)                                                                | (2,39)                                 |
| <b>Jumlah<br/>Total</b>                     | <b>3.736</b>                                | <b>6.562</b>                                | <b>(2.825)</b>                                                     | <b>(43,06)</b>                         |

Perkembangan pembayaran pajak Pupuk Kaltim dalam 5 (lima) tahun terakhir dapat dilihat pada bagan di bawah ini.

The development of Pupuk Kaltim's tax payments in the last 5 (five) years is presented in the following chart.

#### Perkembangan Pembayaran Pajak Periode 2020-2024

Development of Tax Payment in the 2020-2024 Period





### Pendapatan Negara Bukan Pajak (PNBP)

Pada tahun 2024 tidak terdapat penerimaan PNBP.

### INFORMASI TENTANG PROGRAM KEPEMILIKAN SAHAM KARYAWAN DAN/ATAU MANAJEMEN

Hingga tahun 2024, Perusahaan tidak memiliki program kepemilikan saham bagi karyawan maupun manajemen..

### INFORMASI TENTANG PENGGUNAAN DANA HASIL PENAWARAN UMUM

Per 31 Desember 2024 Pupuk Kaltim tidak melakukan Penawaran Umum Perdana Saham, atau *Initial Public Offering* (IPO). Perusahaan juga tidak menerbitkan obligasi atau efek keuangan lainnya di bursa.

### INFORMASI MATERIAL MENGENAI INVESTASI, EKSPANSI, DIVESTASI, PENGGABUNGAN DAN PELEBURAN USAHA, AKUISISI, DAN RESTRUKTURISASI UTANG/MODAL

#### Informasi Material Mengenai Investasi

Pada 2024, realisasi investasi pengembangan Perusahaan sebesar Rp515,4 miliar. Realisasi investasi tersebut terutama terdiri dari:

- Program Revamping Amoniak Pabrik-2 bertujuan untuk melakukan efisiensi konsumsi energi pada ammonia pabrik-2, dengan target yang diharapkan dapat menurunkan efisiensi sebesar 4,00 MMBtu/ton. Realisasi investasi Revamping Ammonia Pabrik-2 tahun 2024 sebesar Rp335,6 miliar.
- Proyek pembangunan Pabrik Ammonia-Urea Papua Barat dalam rangka meningkatkan kapasitas produksi serta mendukung ketahanan pangan dalam negeri, realisasi tahun 2024 sebesar Rp132,1 miliar.
- Proyek Pembangunan Pabrik Soda Ash, tahun 2024 realisasi atas proyek ini sebesar Rp39,9 miliar. Harapannya, dengan adanya pabrik soda ash dapat mengurangi ketergantungan impor soda ash yang cukup tinggi di Indonesia.

Selain ketiga proyek tersebut, terdapat realisasi atas investasi Penyiapan Lahan Industri Tahap-2 senilai Rp7,6 miliar. Nilai realisasi terbilang kecil dikarenakan, tahun 2024 atas investasi tersebut hanya menyisahkan kegiatan pemeliharaan dan telah dilakukan proses *Close Out Report*.

#### Informasi Material Mengenai Ekspansi

Sepanjang tahun 2024 Perusahaan tidak melakukan aksi korporasi terkait ekspansi, divestasi, akuisisi serta restrukturisasi utang/modal.

#### Informasi Material Mengenai Divestasi

Sepanjang tahun 2024 Perusahaan tidak melakukan aksi korporasi terkait ekspansi, divestasi, akuisisi serta restrukturisasi utang/modal.

### Non-Tax State Revenue (PNBP)

In 2024, there were no PNBP revenues.

### INFORMATION ON EMPLOYEE AND/OR MANAGEMENT SHARE OWNERSHIP PROGRAM

Until 2024, the Company has no share ownership program for employees or management.

### INFORMATION REGARDING THE USE OF PROCEEDS FROM PUBLIC OFFERING

As of December 31, 2024, Pupuk Kaltim has not conducted an Initial Public Offering (IPO). The Company has also not issued bonds or other financial securities on the stock exchange.

### MATERIAL INFORMATION REGARDING INVESTMENT, EXPANSION, DIVESTMENT, MERGER AND CONSOLIDATION OF BUSINESS, ACQUISITION, AND DEBT/CAPITAL RESTRUCTURING

#### Material Information on Investment

In 2024, the Company's development investment realization amounted to Rp515.4 billion. The investment realization mainly consists of:

- Ammonia Plant-2 Revamping Program aims to improve energy consumption efficiency in ammonia plant-2, with an expected target of reducing efficiency by 4.00 MMBtu/Ton. The realization of investment in Revamping Ammonia Plant-2 in 2024 amounted to Rp335.6 billion.
- West Papua Ammonia-Urea Plant construction project in order to increase production capacity and support domestic food security, realization in 2024 amounting to Rp132.1 Billion.
- Soda Ash Plant Development Project, in 2024 the realization of this project amounted to Rp39.9 Billion. The hope is that the soda ash plant can reduce the dependence on soda ash imports which are quite high in Indonesia.

In addition to these three projects, there was a realization of investment in Industrial Land Preparation Phase-2 worth IDR 7.6 billion. The realization value is relatively small because, in 2024, the investment only leaves maintenance activities and the Close Out Report process has been carried out.

#### Material Information on Expansion

Throughout 2024, the Company did not take any corporate actions related to expansion, divestment, acquisition and debt/capital restructuring.

#### Material Information on Divestment

Throughout 2024, the Company did not take any corporate actions related to expansion, divestment, acquisition and debt/capital restructuring.



### Informasi Material Mengenai Penggabungan dan Peleburan Usaha

Sepanjang tahun 2024 Perusahaan tidak melakukan aksi korporasi terkait ekspansi, divestasi, akuisisi serta restrukturisasi utang/modal.

### Informasi Material Mengenai Akuisisi

Sepanjang tahun 2024 Perusahaan tidak melakukan aksi korporasi terkait ekspansi, divestasi, akuisisi serta restrukturisasi utang/modal.

### Informasi Material Mengenai Restrukturisasi Utang/Modal

Sepanjang tahun 2024 Perusahaan tidak melakukan aksi korporasi terkait ekspansi, divestasi, akuisisi serta restrukturisasi utang/modal.

### INFORMASI TRANSAKSI MATERIAL YANG MENGANDUNG BENTURAN KEPENTINGAN ATAU TRANSAKSI PIHAK AFILIASI/BERELASI

Dalam kegiatan usaha normal, Perusahaan melakukan transaksi usaha dan bukan usaha dengan pihak-pihak berelasi yang terafiliasi dengan Perusahaan melalui kepemilikan langsung dan tak langsung, dan/atau di bawah kendali pihak yang sama. Harga jual atau beli antara pihak-pihak berelasi ditentukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, yang mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak yang tidak berelasi.

Rincian nama pihak, sifat hubungan dan alasan dilakukan Transaksi Pihak Afiliasi dapat dilihat pada Catatan Atas Laporan Keuangan Konsolidasian poin ke-24 tentang Informasi Pihak Berelasi dan disajikan sesuai dengan PSAK No. 224.

### Nama Pihak, Sifat Hubungan, dan Jenis Transaksi

Rincian nama pihak, sifat hubungan dan alasan dilakukan Transaksi Pihak Afiliasi dapat dilihat pada Catatan Atas Laporan Keuangan Konsolidasian poin ke-24 tentang Informasi Pihak Berelasi dan disajikan sesuai dengan PSAK No. 224.

Berikut informasi pihak-pihak berelasi berdasarkan sifat hubungan dan sifat transaksi.

### Material Information Regarding Business Mergers and Consolidations

Throughout 2024, the Company did not take any corporate actions related to expansion, divestment, acquisition and debt/capital restructuring.

### Material Information on Acquisitions

Throughout 2024, the Company did not take any corporate actions related to expansion, divestment, acquisition and debt/capital restructuring.

### Material Information Regarding Debt/Capital Restructuring

Throughout 2024, the Company did not take any corporate actions related to expansion, divestment, acquisition and debt/capital restructuring..

### INFORMATION ON MATERIAL TRANSACTIONS CONTAINING CONFLICTS OF INTEREST OR AFFILIATED/RELATED PARTY TRANSACTIONS

In normal business activities, the Company conduct business and non-business transactions with related parties who are affiliated with the Company through direct and indirect ownership, and/or under the control of the same party. The selling or purchasing price between related parties is determined based on the terms agreed by both parties, which may not be the same as other transactions carried out with unrelated parties.

Details of the name of the party, the nature of the relationship, and the reasons for the Affiliated Party Transaction can be seen in the Notes to the Consolidated Financial Statements point 24 on Related Party Information and are presented in accordance with PSAK No. 224

### Name of Party, Nature of Relationship, and Type of Transaction

Details of the name of the party, the nature of the relationship, and the reasons for the Affiliated Party Transaction can be seen in the Notes to the Consolidated Financial Statements point 24 on Related Party Information and are presented in accordance with PSAK No. 224

The following is information regarding related parties based on the nature of the relationship and the nature of the transaction.

| Sifat Hubungan<br>Nature of Relationship                          | Entitas Berelasi<br>Related Entity                                       | Jenis Transaksi<br>Type of Transaction                                                                                                                                                           |
|-------------------------------------------------------------------|--------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pemegang Saham Induk<br>Ultimate Shareholder                      | Pemerintah Republik Indonesia<br>Government of the Republic of Indonesia | Penggantian biaya subsidi, piutang dan utang subsidi<br>Reimbursement of subsidy costs, subsidy receivables, and payables                                                                        |
| Entitas Berelasi dengan Pemerintah<br>Government-Related Entities | PT Bank Mandiri (Persero) Tbk                                            | Penempatan giro, penempatan deposito, fasilitas kredit modal kerja, kredit investasi<br>Placement of current accounts, placement of deposits, working capital loan facilities, investment credit |





| Sifat Hubungan<br>Nature of Relationship            | Entitas Berelasi<br>Related Entity  | Jenis Transaksi<br>Type of Transaction                                                                                                                                                                                                                                       |
|-----------------------------------------------------|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                     | PT Bank Syariah Indonesia, Tbk      | Penempatan giro dan deposito<br>Placement of current accounts and deposits                                                                                                                                                                                                   |
|                                                     | PT Bank Tabungan Negara Tbk (BTN)   | Penempatan giro dan deposito<br>Placement of current accounts and deposits                                                                                                                                                                                                   |
|                                                     | PT Bank Rakyat Indonesia Tbk        | Penempatan giro, program blokir giro <i>special rate</i> , penempatan deposito dan fasilitas liabilitas <i>supplier financing</i><br>Current account placement, special rate current account block program, time deposit placement and supplier financing liability facility |
|                                                     | PT Bank Negara Indonesia            | Penempatan giro, penempatan deposito, fasilitas liabilitas supplier financing, dan fasilitas kredit modal kerja.<br>Current account placement, special rate current account block program, time deposit placement and supplier financing liability facility                  |
|                                                     | PT Pertamina (Persero)              | Pembelian bahan baku<br>Purchase of raw materials                                                                                                                                                                                                                            |
|                                                     | PT Pertamina Gas                    | Pembelian Bahan baku, Pendapatan jasa utilitas dan sewa<br>Purchase of raw materials, utilities and rental income                                                                                                                                                            |
|                                                     | PT Jasa Prima Logistik Bulog        | Jasa penyimpanan logistik<br>Logistics storage services                                                                                                                                                                                                                      |
|                                                     | PT Asuransi Tugu Pratama Indonesia  | Kontrak asuransi<br>Insurance contract                                                                                                                                                                                                                                       |
|                                                     | PT Pelabuhan Indonesia (Persero)    | Jasa pelabuhan operasional<br>Operational port services                                                                                                                                                                                                                      |
|                                                     | PT Perusahaan Perdagangan Indonesia | Penjualan pupuk<br>Fertilizer sales                                                                                                                                                                                                                                          |
|                                                     | PT Sang Hyang Seri (Persero)        | Penjualan pupuk<br>Fertilizer sales                                                                                                                                                                                                                                          |
|                                                     | PT Gresik Cipta Sejahtera           | Penjualan pupuk<br>Fertilizer sales                                                                                                                                                                                                                                          |
|                                                     | PT BGR Logistik Indonesia           | Penyedia jasa pergudangan dan logistik<br>Warehousing and logistics service provider                                                                                                                                                                                         |
|                                                     | PT Dahana                           | Penjualan amoniak<br>Ammonia sales                                                                                                                                                                                                                                           |
|                                                     | PT Wijaya Karya (Persero)           | Pembelian bahan baku dan penjualan concrete ready mix<br>Purchase of raw materials and sales of ready mix concrete                                                                                                                                                           |
|                                                     | PT Pelita Air Service               | Jasa transportasi udara<br>Air transportation services                                                                                                                                                                                                                       |
|                                                     | BNI Life                            | Jasa pengelolaan dan pengembangan dana THT dan Prokespen/THT<br>THT and Prokespen/THT fund management and development services                                                                                                                                               |
|                                                     | PertaLife                           | Jasa pengelolaan dan pengembangan dana THT dan Prokespen/THT<br>THT and Prokespen/THT fund management and development services                                                                                                                                               |
|                                                     | PT Sucofindo (Persero)              | Jasa inspeksi, pengujian, sertifikasi, pelatihan dan konsultasi<br>Inspection, testing, certification, training and consulting services                                                                                                                                      |
| Entitas Induk<br>Parent Entity                      | PT Pupuk Indonesia (Persero)        | Dividen, pinjaman pemegang saham, dan beban keuangan<br>Dividend, shareholder loans, and financial expenses                                                                                                                                                                  |
| Entitas Sepengendali<br>Entity under common control | PT Petrokimia Gresik                | Penjualan pupuk dan nonpupuk serta pembelian pupuk<br>Sales of fertilizers and non-fertilizers and purchases of fertilizers                                                                                                                                                  |
|                                                     | PT Pupuk Kujang                     | Penjualan pupuk dan pembelian pupuk<br>Fertilizer sales and fertilizer purchases                                                                                                                                                                                             |
|                                                     | PT Pupuk Iskandar Muda              | Penjualan pupuk dan pembelian pupuk<br>Fertilizer sales and fertilizer purchases                                                                                                                                                                                             |
|                                                     | PT Pupuk Sriwidjaja Palembang       | Penjualan pupuk dan pembelian pupuk<br>Fertilizer sales and fertilizer purchases                                                                                                                                                                                             |
|                                                     | PT Pupuk Indonesia Niaga            | Penjualan pupuk dan pembelian bahan baku pupuk<br>Fertilizer sales and purchase of fertilizer raw materials                                                                                                                                                                  |
|                                                     | PT Rekayasa Industri                | Penyertaan saham dan pemasok jasa<br>Equity sales and fertilizer purchases                                                                                                                                                                                                   |
|                                                     | PT Petrosida Gresik                 | Pemasok bahan baku dan penjualan pupuk<br>Supplier sales and fertilizer purchases                                                                                                                                                                                            |
|                                                     | PT Pupuk Indonesia Pangan           | Penyertaan saham dan penjualan pupuk<br>Equity sales and fertilizer purchases                                                                                                                                                                                                |



| Sifat Hubungan<br>Nature of Relationship                         | Entitas Berelasi<br>Related Entity | Jenis Transaksi<br>Type of Transaction                                                                                                                                                            |
|------------------------------------------------------------------|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                  | PT Pupuk Indonesia Logistik        | Penjualan pupuk dan pemasok jasa<br>Fertilizer sales and service supplier                                                                                                                         |
|                                                                  | PT Pupuk Indonesia Utilitas        | Penyertaan saham<br>Equity participation                                                                                                                                                          |
|                                                                  | PT Kaltim Daya Mandiri Agro Energy | Pemasok bahan penolong<br>Supplier of auxiliary materials                                                                                                                                         |
| Entitas Asosiasi<br>Associated Entity                            | PT Kaltim Daya Mandiri             | Pemasok tenaga listrik, air bersih, air laut, <i>raw condensate</i> dan <i>steam</i> , pendapatan sewa<br>Supplier of electricity, clean water, seawater, raw condensate and steam, rental income |
|                                                                  | PT Kaltim Medika Utama             | Jasa medis<br>Medical services                                                                                                                                                                    |
|                                                                  | PT Kaltim Amonium Nitrat           | Penjualan amoniak dan pinjaman pemegang saham<br>Ammonia sales and shareholder loans                                                                                                              |
| Ventura Bersama<br>Joint Venture                                 | PT Kaltim Agro Nusantara           | Penyertaan saham, penjualan pupuk dan nonpupuk<br>Equity investment, fertilizer and non-fertilizer sales                                                                                          |
|                                                                  | PT Pupuk Agro Nusantara            | Penyertaan saham, penjualan pupuk dan nonpupuk<br>Equity investment, fertilizer and non-fertilizer sales                                                                                          |
| Program Imbalan<br>Pascakerja<br>Post-employment Benefit Program | Dana Pensiun Pupuk Kaltim          | Pembayaran Kontribusi program pensiun iuran pasti<br>Payments Contributions to defined contribution pension plans                                                                                 |
|                                                                  | Dana Pensiun Pupuk Kaltim Group    | Pembayaran Kontribusi program pensiun iuran pasti<br>Payments Contributions to defined contribution pension plans                                                                                 |
| Personil Manajemen Kunci<br>Key Management Personnel             | Dewan Komisaris dan Direksi        | Kompensasi dan remunerasi<br>Compensation and remuneration                                                                                                                                        |

### Kewajaran Transaksi Pihak Berelasi

Kewajaran dari transaksi yang dilakukan oleh Perusahaan dengan pihak afiliasi telah sesuai dengan prosedur dan kebijakan perusahaan serta diungkapkan pada laporan keuangan dan Catatan atas Laporan Keuangan No. No. 24. Pelaporan transaksi pihak berelasi telah sesuai dengan standar PSAK No. 224 tentang Pengungkapan Pihak-pihak Berelasi.

### Realisasi Transaksi dengan Pihak Berelasi

Realisasi saldo dan transaksi pihak-pihak berelasi terhadap kinerja keuangan Perusahaan untuk tahun 2023 dan 2024 dapat disampaikan sebagai berikut.

### Fairness of Related Party Transactions

The fairness of transactions carried out by the Company with affiliated parties is in accordance with company procedures and policies and is disclosed in the financial statements and Notes to Financial Statements No. No. 24. Reporting of related party transactions is in accordance with the standards of PSAK No. 224 on Disclosure of Related Parties.

### Realization of Transactions with Related Parties

The realization of balances and related party transactions on the Company's financial performance for 2023 and 2024 can be presented as follows.

| Pihak Berelasi<br>Related Party | Sifat Hubungan<br>Nature of Relationship                        | Jenis Transaksi<br>Type of Transaction | Nilai<br>Value                              |                                             | Kenaikan (Penurunan)<br>2023-2024<br>Increase (Decrease) 2023-2024 |                                        |
|---------------------------------|-----------------------------------------------------------------|----------------------------------------|---------------------------------------------|---------------------------------------------|--------------------------------------------------------------------|----------------------------------------|
|                                 |                                                                 |                                        | 2024<br>(Rp miliar)<br>2024<br>(Rp billion) | 2023<br>(Rp miliar)<br>2023<br>(Rp billion) | Nilai<br>(Rp miliar)<br>Value<br>(Rp billion)                      | Persentase<br>(%)<br>Percentage<br>(%) |
| PT Pupuk Indonesia Niaga        | Entitas Sepengendali<br>Entity Under Common Control             | Piutang Usaha<br>Trade Receivables     | 160                                         | 9                                           | 151                                                                | 1.729,23                               |
| PT Petrokimia Gresik            | Entitas Sepengendali<br>Entity Under Common Control             | Piutang Usaha<br>Trade Receivables     | 94                                          | 88                                          | 6                                                                  | 6,63                                   |
| PT Dahana                       | Entitas berelasi dengan Pemerintah<br>Government-related Entity | Piutang Usaha<br>Trade Receivables     | 15                                          | -                                           | 15                                                                 | -                                      |





| Pihak Berelasi<br>Related Party              | Sifat Hubungan<br>Nature of Relationship                              | Jenis Transaksi<br>Type of Transaction        | Nilai<br>Value                              |                                             | Kenaikan (Penurunan)<br>2023-2024<br>Increase (Decrease) 2023-2024 |                                        |
|----------------------------------------------|-----------------------------------------------------------------------|-----------------------------------------------|---------------------------------------------|---------------------------------------------|--------------------------------------------------------------------|----------------------------------------|
|                                              |                                                                       |                                               | 2024<br>(Rp miliar)<br>2024<br>(Rp billion) | 2023<br>(Rp miliar)<br>2023<br>(Rp billion) | Nilai<br>(Rp miliar)<br>Value<br>(Rp billion)                      | Persentase<br>(%)<br>Percentage<br>(%) |
| PT Kaltim Daya Mandiri                       | Entitas Asosiasi<br>Associated Entity                                 | Piutang Usaha<br>Trade Receivables            | 1                                           | 8                                           | (7)                                                                | (88,82)                                |
| Lain-lain<br>Others                          |                                                                       | Piutang Usaha<br>Trade Receivables            | 10                                          | 10                                          | 0                                                                  | 4,10                                   |
| <b>Sub jumlah<br/>Subtotal</b>               |                                                                       |                                               | <b>280</b>                                  | <b>114</b>                                  | <b>166</b>                                                         | <b>144,82</b>                          |
| PT Pertamina                                 | Entitas Berelasi<br>dengan Pemerintah<br>Government-related<br>Entity | Utang Usaha<br>Trade Payables                 | 39                                          | 349                                         | (310)                                                              | (88,86)                                |
| PT BGR Logistik<br>Indonesia                 | Entitas berelasi<br>dengan Pemerintah<br>Government-related<br>Entity | Utang Usaha<br>Trade Payables                 | 12                                          | 9                                           | 3                                                                  | 35,02                                  |
| PT Pelita Air Service                        | Entitas berelasi<br>dengan Pemerintah<br>Government-related<br>Entity | Utang Usaha<br>Trade Payables                 | 6                                           | 10                                          | (4)                                                                | (36,38)                                |
| PT Pupuk Indonesia<br>Logistik               | Entitas Sepengendali<br>Entity Under Common<br>Control                | Utang Usaha<br>Trade Payables                 | 3                                           | 12                                          | (9)                                                                | (75,20)                                |
| PT Pupuk Indonesia<br>(Persero)              | Pemegang Saham<br>Induk<br>Parent Shareholders                        | Utang Usaha<br>Trade Payables                 | 2                                           | 19                                          | (18)                                                               | (92,22)                                |
| PT Kaltim Daya Mandiri<br>Agro Energy        | Entitas Sepengendali<br>Entity Under Common<br>Control                | Utang Usaha<br>Trade Payables                 | -                                           | 14                                          | (14)                                                               | (100,00)                               |
| PT ReKayasa Industri                         | Entitas Sepengendali<br>Entity Under Common<br>Control                | Utang Usaha<br>Trade Payables                 | -                                           | 3                                           | (3)                                                                | (100,00)                               |
| Lain-lain<br>Others                          |                                                                       | Utang Usaha<br>Trade Payables                 | 19                                          | 18                                          | 0                                                                  | 0,40                                   |
| <b>Subjumlah<br/>Subtotal</b>                |                                                                       |                                               | <b>81</b>                                   | <b>435</b>                                  | <b>(354)</b>                                                       | <b>(81,45)</b>                         |
| PT Bank Rakyat<br>Indonesia (Persero)<br>Tbk | Entitas berelasi<br>dengan Pemerintah<br>Government-related<br>Entity | Pinjaman Jangka<br>Pendek<br>Short-term Loans | -                                           | 921                                         | (921)                                                              | (100,00)                               |
| PT Bank Negara<br>Indonesia (Persero)<br>Tbk | Entitas berelasi<br>dengan Pemerintah<br>Government-related<br>Entity | Pinjaman Jangka<br>Pendek<br>Short-term Loans | -                                           | 671                                         | (671)                                                              | (100,00)                               |
| <b>Subjumlah<br/>Subtotal</b>                |                                                                       |                                               | <b>-</b>                                    | <b>1.591</b>                                | <b>(1.591)</b>                                                     | <b>(100,00)</b>                        |
| PT Bank Negara<br>Indonesia (Persero)<br>Tbk | Entitas berelasi<br>dengan Pemerintah<br>Government-related<br>Entity | Kredit Modal Kerja<br>Working Capital Loans   | 152                                         | 1                                           | 151                                                                | 17.719,67                              |
| PT Bank Mandiri<br>(Persero) Tbk             | Entitas berelasi<br>dengan Pemerintah<br>Government-related<br>Entity | Kredit Modal Kerja<br>Working Capital Loans   | 3                                           | 2                                           | 1                                                                  | 50,06                                  |
| Bank Syariah<br>Indonesia                    | Entitas berelasi<br>dengan Pemerintah<br>Government-related<br>Entity | Kredit Modal Kerja<br>Working Capital Loans   | 3                                           | -                                           | 3                                                                  | -                                      |
| <b>Subjumlah<br/>Subtotal</b>                |                                                                       |                                               | <b>157</b>                                  | <b>3</b>                                    | <b>155</b>                                                         | <b>6.141,79</b>                        |
| PT Bank Mandiri<br>(Persero) Tbk             | Entitas berelasi<br>dengan Pemerintah<br>Government-related<br>Entity | Pinjaman Jangka<br>Panjang<br>Long-Term Loans | 1                                           | 3                                           | (2)                                                                | (72)                                   |

| Pihak Berelasi<br>Related Party     | Sifat Hubungan<br>Nature of Relationship                        | Jenis Transaksi<br>Type of Transaction | Nilai<br>Value                      |                                     | Kenaikan (Penurunan)<br>2023-2024<br>Increase (Decrease) 2023-2024 |                                        |
|-------------------------------------|-----------------------------------------------------------------|----------------------------------------|-------------------------------------|-------------------------------------|--------------------------------------------------------------------|----------------------------------------|
|                                     |                                                                 |                                        | 2024<br>(Rp miliar)<br>(Rp billion) | 2023<br>(Rp miliar)<br>(Rp billion) | Nilai<br>(Rp miliar)<br>Value<br>(Rp billion)                      | Persentase<br>(%)<br>Percentage<br>(%) |
| Subjumlah Subtotal                  |                                                                 |                                        | 1                                   | 3                                   | (2)                                                                | (72)                                   |
| Pemerintah Republik Indonesia       | Pemegang Saham Induk<br>Parent Shareholders                     | Penjualan Sales                        | 4.773                               | 3.169                               | 1.604                                                              | 50,60                                  |
| PT Pupuk Indonesia Niaga            | Entitas Sepengendali<br>Entity Under Common Control             | Penjualan Sales                        | 1.247                               | 551                                 | 696                                                                | 126,37                                 |
| PT Petrokimia Gresik                | Entitas Sepengendali<br>Entity Under Common Control             | Penjualan Sales                        | 1.001                               | 562                                 | 439                                                                | 77,99                                  |
| PT Perusahaan Perdagangan Indonesia | Entitas berelasi dengan Pemerintah<br>Government-related Entity | Penjualan Sales                        | 181                                 | 107                                 | 74                                                                 | 69,19                                  |
| PT Dahana                           | Entitas berelasi dengan Pemerintah<br>Government-related Entity | Penjualan Sales                        | 118                                 | -                                   | 118                                                                | -                                      |
| PT Sang Hyang Seri (Persero)        | Entitas berelasi dengan Pemerintah<br>Government-related Entity | Penjualan Sales                        | 98                                  | 104                                 | (6)                                                                | (5,66)                                 |
| PT Gresik Cipta Sejahtera           | Entitas Sepengendali<br>Entity Under Common Control             | Penjualan Sales                        | 88                                  | 71                                  | 17                                                                 | 23,53                                  |
| PT Pupuk Iskandar Muda              | Entitas Sepengendali<br>Entity Under Common Control             | Penjualan Sales                        | 38                                  | 1                                   | 37                                                                 | 4.233,87                               |
| PT Kalimantan Agro Nusantara        | Ventura Bersama Joint Ventures                                  | Penjualan Sales                        | 33                                  | 9                                   | 24                                                                 | 266,03                                 |
| PT Kaltim Daya Mandiri              | Entitas Asosiasi<br>Associated Entity                           | Penjualan Sales                        | 21                                  | 28                                  | (6)                                                                | (22,89)                                |
| PT Kaltim Amonium Nitrat            | Ventura Bersama Joint Ventures                                  | Pembelian Sales                        | 20                                  | 34                                  | (14)                                                               | (40,07)                                |
| PT Petrosida Gresik                 | Entitas Sepengendali<br>Entity Under Common Control             | Penjualan Sales                        | 10                                  | 8                                   | 3                                                                  | 33,55                                  |
| PT Pertamina Gas                    | Entitas berelasi dengan Pemerintah<br>Government-related Entity | Penjualan Sales                        | 8                                   | 2                                   | 6                                                                  | 278,76                                 |
| Lain-lain Others                    |                                                                 | Penjualan Sales                        | 103                                 | 88                                  | 29                                                                 | 38,97                                  |
| Subjumlah Subtotal                  |                                                                 |                                        | 7.732                               | 4.718                               | 3.014                                                              | 63,88                                  |
| PT Pertamina (Persero)              | Entitas berelasi dengan Pemerintah<br>Government-related Entity | Pembelian Sales                        | 11.996                              | 10.091                              | 1.906                                                              | 18,88                                  |
| PT Kaltim Daya Mandiri              | Entitas Asosiasi<br>Associated Entity                           | Pembelian Sales                        | 437                                 | 373                                 | 64                                                                 | 17,19                                  |
| PT Petrokimia Gresik                | Entitas Sepengendali<br>Entity Under Common Control             | Pembelian Sales                        | 352                                 | 20                                  | 332                                                                | 1.625,83                               |
| PT Pertamina Gas                    | Entitas berelasi dengan Pemerintah<br>Government-related Entity | Pembelian Sales                        | 183                                 | 174                                 | 9                                                                  | 5,18                                   |







| Pihak Berelasi<br>Related Party    | Sifat Hubungan<br>Nature of Relationship                        | Jenis Transaksi<br>Type of Transaction | Nilai<br>Value                              |                                             | Kenaikan (Penurunan)<br>2023-2024<br>Increase (Decrease) 2023-2024 |                                        |
|------------------------------------|-----------------------------------------------------------------|----------------------------------------|---------------------------------------------|---------------------------------------------|--------------------------------------------------------------------|----------------------------------------|
|                                    |                                                                 |                                        | 2024<br>(Rp miliar)<br>2024<br>(Rp billion) | 2023<br>(Rp miliar)<br>2023<br>(Rp billion) | Nilai<br>(Rp miliar)<br>Value<br>(Rp billion)                      | Persentase<br>(%)<br>Percentage<br>(%) |
| PT Pupuk Indonesia (Persero)       | Pemegang Saham Induk<br>Parent Shareholders                     | Pembelian Sales                        | 152                                         | 21                                          | 132                                                                | 638,26                                 |
| PT Pupuk Indonesia Logistik        | Entitas Sepengendali<br>Entity Under Common Control             | Pembelian Sales                        | 151                                         | 81                                          | 70                                                                 | 86,48                                  |
| PT Wijaya Karya (Persero)          | Entitas berelasi dengan Pemerintah<br>Government-related Entity | Pembelian Sales                        | 132                                         | 211                                         | (79)                                                               | (37,47)                                |
| PT BGR Logistik Indonesia          |                                                                 | Pembelian Sales                        | 112                                         | 52                                          | 60                                                                 | 115,44                                 |
| PT Kaltim Daya Mandiri Agro Energy | Entitas Asosiasi<br>Associated Entity                           | Pembelian Sales                        | 48                                          | 160                                         | (112)                                                              | (70,18)                                |
| PT Jasa Prima Logistik Bulog       |                                                                 | Pembelian Sales                        | 19                                          | -                                           | 19                                                                 | -                                      |
| PT Pupuk Sriwidjaja Palembang      | Entitas Sepengendali<br>Entity Under Common Control             | Pembelian Sales                        | 13                                          | -                                           | 13                                                                 | -                                      |
| PT Petrosida Gresik                | Entitas Sepengendali<br>Entity Under Common Control             | Pembelian Sales                        | 9                                           | 28                                          | (18)                                                               | (66,22)                                |
| PT Rekayasa Industri               | Entitas Sepengendali<br>Entity Under Common Control             | Pembelian Sales                        | 6                                           | 35                                          | (28)                                                               | (82,08)                                |
| PT Pupuk Indonesia Niaga           | Entitas Sepengendali<br>Entity Under Common Control             | Pembelian Sales                        | 6                                           | 13                                          | (7)                                                                | (51,85)                                |
| Lain-lain Others                   |                                                                 | Pembelian Sales                        | 89                                          | 19                                          | 70                                                                 | 358,17                                 |
| <b>Subjumlah Subtotal</b>          |                                                                 |                                        | <b>13.706</b>                               | <b>11.277</b>                               | <b>2.428</b>                                                       | <b>21,53</b>                           |

### Mekanisme Review dan Pemenuhan Peraturan Terkait

Transaksi dengan pihak berelasi telah melalui proses review dan audit, baik oleh auditor internal maupun eksternal. Hal ini merupakan komitmen Perusahaan untuk memastikan kewajaran transaksi dan pemenuhan peraturan-peraturan terkait yang berlaku antara lain adalah Standar Akuntansi Indonesia yang berlaku umum yaitu PSAK No. 224 (penyesuaian 2016) mengenai Pengungkapan Pihak-Pihak Berelasi.

### Pemenuhan Prinsip Transaksi yang Wajar

Direksi menyatakan bahwa tidak terdapat transaksi berelasi yang melanggar prosedur terkait prinsip transaksi yang wajar, dan Direksi telah memastikan bahwa seluruh transaksi berelasi yang ada telah melalui prosedur yang memadai untuk memastikan bahwa transaksi afiliasi/berelasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum dan dilakukan dengan memenuhi prinsip transaksi yang wajar (*armslength principle*). Seluruh transaksi berelasi di atas merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan

### Mechanism for Review and Compliance with Related Regulations

Transactions with related parties have gone through review and audit process, both by internal and external auditor. This is the Company's commitment to ensure the fairness of transactions and compliance with applicable relevant regulations, including the generally accepted Indonesian Accounting Standards, namely PSAK No. 224 (2016 adjustment) on Disclosure of Related Parties.

### Fulfillment of Fair Transaction Principles

The Board of Directors states that there were no related transactions that violate procedures on fair transaction principles, and the Board of Directors has ensured that all existing related transactions have gone through adequate procedures to ensure that affiliated/related transactions were carried out in accordance with generally accepted business practices and carried out in accordance with the principle of fair transactions (*arms length principle*). All related transactions above were business activities carried out in order to generate business income and carried out

pendapatan usaha dan dijalankan secara rutin, berulang, dan/atau berkelanjutan, di mana Pupuk Kaltim telah mengungkapkannya sebagaimana penjelasan saldo dan transaksi di atas sejalan dengan informasi yang tertuang dalam Laporan Keuangan teraudit tahun buku 2024 dalam catatan No. 24

Dewan Komisaris dan Komite Audit berperan untuk menelaah, dan telah menyetujui transaksi afiliasi/berelasi di atas, serta telah memastikan bahwa seluruh transaksi afiliasi/berelasi di atas telah melalui prosedur yang memadai, dilaksanakan sesuai dengan praktik bisnis yang berlaku umum, dan telah memenuhi prinsip transaksi yang wajar (*armslength principle*).

Pupuk Kaltim bukan merupakan perusahaan terbuka, sehingga tidak terdapat transaksi afiliasi dan/atau transaksi benturan kepentingan yang membutuhkan persetujuan dari pemegang saham independen.

#### **PERUBAHAN PERATURAN PERUNDANG-UNDANGAN DAN DAMPAKNYA TERHADAP PERUSAHAAN**

Untuk tahun 2024 tidak terdapat perubahan pada Laporan Keuangan atas perubahan peraturan perundang-undangan.

#### **PERUBAHAN KEBIJAKAN AKUNTANSI YANG DITERAPKAN DAN DAMPAKNYA TERHADAP PERUSAHAAN**

Mulai dari 1 Januari 2024, referensi terhadap masing-masing PSAK dan ISAK telah diubah sesuai dengan penerbitan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia ("DSAK-IAI").

Implementasi dari standar-standar, amendemen dan penyesuaian tahunan yang dimulai pada atau setelah tanggal 1 Januari 2024 di bawah ini tidak menghasilkan perubahan kebijakan akuntansi Grup dan tidak memiliki dampak material terhadap jumlah yang dilaporkan di periode berjalan atau sebelumnya:

- Amendemen PSAK 201 "Penyajian Laporan Keuangan" tentang kewajiban diklasifikasikan sebagai lancar atau tidak lancar;
- Amendemen PSAK 201 "Penyajian Laporan Keuangan" tentang liabilitas jangka panjang dengan kovenan;
- Amendemen PSAK 207 "Laporan Arus Kas" dan amendemen PSAK 107 "Instrumen Keuangan: Pengungkapan" tentang pengaturan pembiayaan pemasok.
- Amendemen PSAK 116 "Sewa" tentang liabilitas sewa pada transaksi jual dan sewa-balik;

routinely, repeatedly and/or continuously, where Pupuk Kaltim has disclosed them as explained in the balance and transactions above in line with the information contained in the audited Financial Statements for the 2024 fiscal book in note No. 24

The Board of Commissioners and the Audit Committee are tasked with reviewing and approving the above-affiliated/related transactions and have ensured that all the above-affiliated/related transactions have gone through adequate procedures, have been carried out in accordance with generally accepted business practices, and have complied with reasonable transaction principles (*arm's length principle*).

Pupuk Kaltim is not a public company, so there were no affiliate transactions and/or conflict of interest transactions that required approval from independent shareholders.

#### **REGULATORY CHANGES AND IMPACT ON THE COMPANY**

For 2024, there are no changes to the Financial Statements due to changes in laws and regulations.

#### **CHANGES IN ACCOUNTING POLICIES IMPLEMENTED AND IMPACT ON THE COMPANY**

As of January 1, 2024, references to each PSAK and ISAK have been changed in accordance with the issuance by the Financial Accounting Standards Board of the Indonesian Institute of Accountants ("DSAK-IAI").

Implementation of standards, amendments, and annual adjustments commencing on or after January 1, 2024, below does not result in changes to the Group's accounting policies and will not have a material impact on the amounts reported in the current or prior periods:

- Amendment to PSAK 201 "Presentation of Financial Statements" on liabilities classified as current or non-current;
- Amendment to PSAK 201 "Presentation of Financial Statements" on long-term liabilities with covenants;
- Amendment to PSAK 207 "Statement of Cash Flow" and amendments to PSAK 107 "Financial Instruments: Disclosures" on supplier financing arrangements.
- Amendment to PSAK 116 "Lease" regarding lease liabilities in sale and leaseback transactions;





## PROSPEK PEREKONOMIAN DAN INDUSTRI TAHUN 2025

### Prospek Perekonomian Global dan Industri Pupuk Internasional

Berdasarkan International Monetary Fund (IMF) prospek perekonomian industri pupuk pada 2025 dipengaruhi oleh berbagai faktor global dan domestik. Menurut International Monetary Fund (IMF), pertumbuhan ekonomi global diprediksi sebesar 3,3% di tahun 2025. Kondisi ini dapat memengaruhi permintaan dan harga komoditas termasuk pupuk. Oleh karena itu, kolaborasi antara pemerintah, industri, dan lembaga penelitian diperlukan untuk memastikan pertumbuhan industri pupuk yang berkelanjutan dan adaptif terhadap perubahan global. Melihat hal tersebut, prospek usaha di bidang pupuk dan amoniak di tahun 2025 masih dapat memberikan keuntungan bagi perusahaan, permintaan akan produk pupuk dan amoniak masih menunjukkan konsistensi walaupun terjadi peningkatan dan penurunan karena faktor ketersediaan pasokan.

Secara keseluruhan, industri pupuk internasional pada tahun 2025 diperkirakan akan tumbuh, didorong oleh peningkatan permintaan pangan, inovasi teknologi ramah lingkungan, dan upaya kolaboratif dalam pengembangan energi terbarukan. Sejauh ini Asia merupakan pasar Urea terbesar di dunia, dengan konsumsi sekitar 126 juta ton pada tahun 2024 sekitar 63% dari total konsumsi global yang sebesar 199 juta ton. Asia juga merupakan kekuatan utama dalam peningkatan konsumsi Urea dalam beberapa tahun terakhir khususnya China dan India.

Strategi *long term contract* dan *off-take agreement* yang dilakukan Pupuk Kaltim dengan sebagian pelanggan memberikan jaminan penjualan. Keunggulan letak geografis Pupuk Kaltim yang lebih dekat untuk akses pasar Asia Tenggara dan Pasifik serta harga yang kompetitif di pasar internasional dengan menjaga kualitas produk. Dalam mendukung penjualan ekspor dengan tujuan pasar Australia, Pupuk Kaltim telah melakukan sertifikasi Level 1 *Australian Quarantine and Inspection Service* (LIAQIS) untuk mendukung Australia menjadi eksportir utama gandum sehingga diperkirakan akan meningkatkan permintaan konsumsi urea dibanding tahun 2024.

## ECONOMIC AND INDUSTRIAL PROSPECTS FOR 2025

### Global Economic Outlook and the International Fertilizer Industry

According to the International Monetary Fund (IMF) the economic outlook for the fertilizer industry in 2025 is influenced by various global and domestic factors. According to the International Monetary Fund (IMF), global economic growth is predicted to be at 3.3% in 2025. This condition can affect the demand and prices of commodities, including fertilizers. Therefore, collaboration between the government, industry, and research institutions is required to ensure sustainable and adaptive growth of the fertilizer industry to global changes. Accordingly, the business outlook for the fertilizer and ammonia sector in 2025 can still provide benefits for the Company, the demand for fertilizer and ammonia products still shows consistency, despite the increases and decreases due to the availability of supply factors.

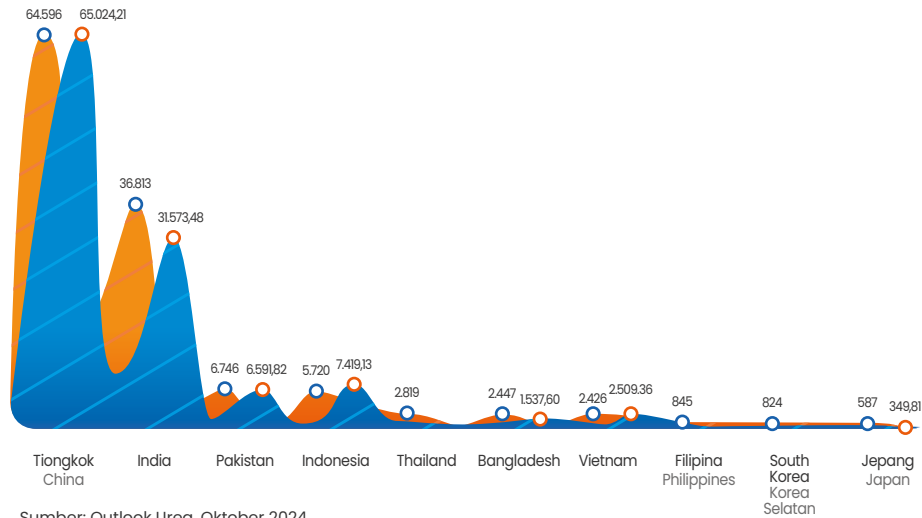
Overall, the international fertilizer industry in 2025 is expected to grow, driven by increasing food demand, green technology innovation, and collaborative efforts in renewable energy development. Asia is by far the largest Urea market in the world, with consumption of approximately 126 million tons by 2024, about 63% of the total global consumption of 199 million tons. Asia is also a major force in the increase of Urea consumption in recent years, especially China and India.

The long-term contract and off-take agreement strategy carried out by Pupuk Kaltim with some customers provides sales guarantees. The geographical advantage of Pupuk Kaltim's location, which is closer to access the Southeast Asian and Pacific markets, as well as competitive prices in the international market by maintaining product quality. In supporting export sales to the Australian market, Pupuk Kaltim has carried out Level 1 Australian Quarantine and Inspection Service (LIAQIS) certification to support Australia in becoming a major wheat exporter, which is estimated to increase demand for urea consumption compared to 2024.



### Grafik Konsumsi dan Produksi Urea Global

Global Consumption and Production of Urea



Sumber: Outlook Urea, Oktober 2024  
Source: Outlook Urea, October 2024

### Prospek Perekonomian Indonesia dan Industri Pupuk Nasional

Industri pupuk Indonesia pada tahun 2025 menunjukkan prospek yang positif, didukung oleh berbagai inisiatif dan pencapaian strategis dari PT Pupuk Indonesia (Persero) dan anak perusahaannya. PT Pupuk Indonesia menargetkan produksi pupuk sebesar 12,6 juta ton pada tahun 2025, dengan target laba mencapai Rp3,2 triliun.

Pemerintah Indonesia berkontribusi dalam menargetkan pemberian pupuk subsidi di tahun 2025 adalah 9,5 juta ton. Pupuk subsidi ini disalurkan untuk mendukung target swasembada pangan. Di tahun 2025 penyaluran pupuk subsidi untuk urea sebanyak 4,6 juta ton, NPK sebanyak 4,2 juta ton, NPK untuk kakao sebesar 147 ribu ton, organik sebesar 500 ribu ton. Petani sudah dapat membeli pupuk subsidi di pengecer kios atau melalui Gabungan Kelompok Tani (Gapoktan) per 1 Januari 2025.

Perekonomian dan industri Pupuk Kaltim pada tahun 2025 menunjukkan komitmen kuat dalam meningkatkan daya saing secara global melalui inovasi dan usaha peningkatan produktivitas tanaman merupakan bagian dari program ketahanan pangan oleh pemerintah. Salah satu program strategis perusahaan dalam pengembangan kawasan industri baru Fakfak, Papua Barat yang ditetapkan sebagai Proyek Strategis Nasional (PSN) oleh Pemerintah melalui pembangunan Pabrik Amoniak dan Urea Papua Barat.

### Indonesian Economic Prospects and the National Fertilizer Industry

Indonesia's fertilizer industry in 2025 is showing a positive outlook, supported by various strategic initiatives and achievements from PT Pupuk Indonesia (Persero) and its subsidiaries. PT Pupuk Indonesia is targeting 12.6 million tons of fertilizer production in 2025, with a profit target of Rp3.2 trillion.

The Indonesian government contributes to targeting the provision of subsidized fertilizers in 2025 of 9.5 million tons. This subsidized fertilizer is distributed to support the target of food self-sufficiency. In 2025, the distribution of subsidized fertilizers is 4.6 million tons for urea, 4.2 million tons for NPK, 147 thousand tons for NPK for cocoa, and 500 thousand tons for organic fertilizer. Farmers can buy subsidized fertilizers at kiosk retailers or through the Farmer Group Association (Gapoktan) as of January 1, 2025.

The economy and industry of Pupuk Kaltim in 2025 show a strong commitment to increasing global competitiveness through innovation and efforts to increase crop productivity as part of the government's food security program. One of the Company's strategic programs is the development of the new industrial area of Fakfak, West Papua, which was designated as a National Strategic Project (PSN) by the Government through the construction of the West Papua Ammonia and Urea Factory.





Proyek ini sesuai rencana pemerintah untuk memperkuat dan meningkatkan produksi pertanian terutama hilirisasi industri di Indonesia Timur. Selain pembangunan kawasan timur, Pupuk Kaltim melakukan inovasi pembangunan proyek pabrik *soda ash* pertama di Indonesia. Langkah ini sebagai momentum untuk mendukung terwujudnya kemandirian industri nasional. Memasuki tahapan penting dalam pembangunan, pabrik *soda ash* dirancang untuk memperkuat industri domestik dan menciptakan nilai tambah amoniak, tetapi juga berperan besar dalam mengurangi ketergantungan impor serta memperkuat daya saing industri dalam negeri di pasar global.

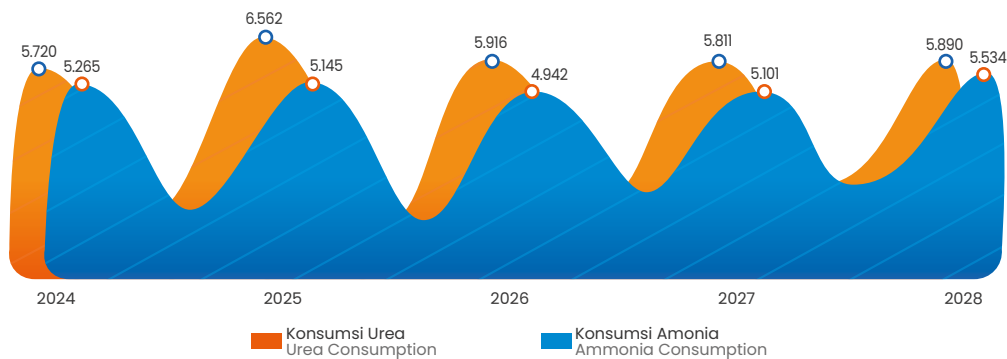
This project is in accordance with the government's plan to strengthen and increase agricultural production, especially industrial downstreaming in Eastern Indonesia. In addition to the development of the eastern region, Pupuk Kaltim is innovating the construction of the first soda ash plant project in Indonesia. This step is a momentum to support the realization of national industrial independence. Entering an important stage in development, the soda ash plant is designed to strengthen the domestic industry and create added value for ammonia, but also plays a major role in reducing dependence on imports and strengthening the competitiveness of the domestic industry in the global market.

Secara keseluruhan, industri pupuk Indonesia pada tahun 2025 diperkirakan akan mengalami pertumbuhan yang signifikan, didorong oleh peningkatan kapasitas produksi, inovasi teknologi, dan komitmen terhadap ketahanan pangan nasional.

Overall, the Indonesian fertilizer industry in 2025 is expected to experience significant growth, driven by increased production capacity, technological innovation, and a commitment to national food security.

### Proyeksi Konsumsi Urea dan Amoniak Domestik 2024–2028

Projected Domestic Urea and Ammonia Consumption in 2024–2028



Berdasarkan grafik Fertecon Outlook periode Oktober 2024, Urea diproyeksikan mengalami pertumbuhan permintaan dari tahun 2024 hingga tahun 2028 sebesar 170 ribu ton dan untuk Ammonia diproyeksikan mengalami pertumbuhan permintaan dari tahun 2024 hingga tahun 2028 sebesar 269 ribu ton. Pertumbuhan permintaan dipengaruhi oleh faktor pertumbuhan jumlah penduduk, sehingga meningkatkan kebutuhan pangan nasional.

Based on the Fertecon Outlook graph for the October 2024 period, Urea is projected to experience demand growth of 170 thousand tons from 2024 to 2028, as for Ammonia, it is projected to experience demand growth of 269 thousand tons from 2024 to 2028. Demand growth is influenced by population growth factors, thus increasing the need for national food.





## PROYEKSI KINERJA PERUSAHAAN TAHUN 2025

Memasuki tahun 2025, Perusahaan telah menetapkan sejumlah target yang dituangkan dalam RKAP 2025, yang disusun berdasarkan sejumlah asumsi dan dengan mempertimbangkan kinerja Perusahaan tahun 2024. Asumsi-asumsi yang mendasari proyeksi kinerja tahun 2024 menggunakan asumsi dari Pupuk Indonesia diantaranya nilai tukar Rp16.000/USD, volume penjualan, volume produksi dan asumsi lainnya.

### Proyeksi Kinerja Pupuk Kaltim Tahun 2025

Projected Performance of Pupuk Kaltim in 2025

| Perihal<br>Subject                                 | Pertumbuhan Proyeksi 2025 terhadap<br>Realisasi 2024<br>Projected Growth in 2025 to 2024<br>Realization |
|----------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| Volume Produksi<br>Production Volume               | 3%                                                                                                      |
| Volume Penjualan<br>Sales Volume                   | 6%                                                                                                      |
| Current Ratio                                      | 2%                                                                                                      |
| Quick Ratio                                        | 3%                                                                                                      |
| Debt to Equity Ratio                               | 9%                                                                                                      |
| Asset Turn Over                                    | 8%                                                                                                      |
| Receivables Turn Over                              | 6%                                                                                                      |
| Investasi Barang Modal<br>Capital Goods Investment | 33%                                                                                                     |
| Dividend Pay Out Ratio                             | 30%                                                                                                     |

Pada tahun 2025 diproyeksikan meningkat lebih kurang 3%, serta volume penjualan diperkirakan tumbuh 6% sebagai upaya Pupuk Kaltim untuk mendukung ketahanan pangan. Meskipun belum ada penambahan pabrik baru di tahun 2025, namun proyeksi kenaikan produksi ditunjang optimalisasi produksi dan keandalan pabrik. Di sisi penjualan, adanya tambahan produksi dan persediaan produk awal tahun yang masih dapat dioptimalisasi menjadi kunci penting proyeksi peningkatan volume penjualan, yang diharapkan mampu mendorong peningkatan pendapatan yang diproyeksikan tumbuh 15%. Namun demikian, beban pokok pendapatan diprediksi meningkat dari tahun sebelumnya sebesar 22%, dikarenakan adanya Keputusan Menteri ESDM RI No. 255.K/MG.01/MEM.M/2024 tentang Perubahan atas Keputusan Menteri ESDM RI No. 91.K/MG.01/MEM.M/2023 tentang Pengguna Gas Bumi Tertentu dan Harga Gas Bumi Tertentu di Bidang Industri, yang mengatur tentang penggunaan harga gas bumi tertentu dan harga gas bumi tertentu di mana terdapat penyesuaian perhitungan harga gas yang berpotensi meningkatkan biaya gas dan menurunkan profitabilitas serta laba Perusahaan di tahun 2025. Proyeksi penurunan laba tahun 2025 tidak berdampak pada program strategis jangka panjang di mana sebelumnya telah diperhitungkan dalam rencana jangka panjang Perusahaan.

## CORPORATE PERFORMANCE OUTLOOK FOR 2025

Entering 2025, the Company has set a number of targets that are outlined in the 2025 RKAP, which are based on a number of assumptions and taking into account the Company's performance in 2024. The assumptions underlying the 2024 performance projections use assumptions from Pupuk Indonesia, including an exchange rate of Rp16,000/USD, sales volume, production volume and other assumptions.

In 2025 is projected to increase by approximately 3%, while sales volume is estimated to grow by 6% as Pupuk Kaltim's effort to support food security. Although there are no new plant addition in 2025, the projected increase in production is supported by production optimization and plant reliability. In terms of sales, additional production and early year product inventory that can still be optimized are keys to the projected increase in sales volume, which is expected to drive a 15% growth in revenue. However, the cost of revenue is predicted to increase from the previous year by 22%, due to the Decree of the Minister of Energy and Mineral Resources of the Republic of Indonesia No. 255.K/MG.01/MEM.M/2024 on Amendments to the Decree of the Minister of Energy and Mineral Resources of the Republic of Indonesia No. 91.K/MG.01/MEM.M/2023 on Certain Natural Gas Users and Certain Natural Gas Prices in the Industrial Sector, which regulates the use of certain natural gas prices and certain natural gas prices where there are adjustments to gas price calculations that have the potential to increase gas costs and reduce the Company's profitability and profits in 2025. The projected decrease in profits in 2025 does not have an impact on the long-term strategic program, which has previously been formulated in the Company's long-term plan.





Pada sisi proyeksi struktur modal, rasio utang terhadap modal tahun 2025 diproyeksikan meningkat sekitar 9%. Pada tahun 2024 Perusahaan tidak banyak melakukan penarikan pinjaman karena kemajuan investasi pengembangan pada tahun 2024 masih dalam tahap persiapan. Sedangkan untuk tahun 2025 diproyeksikan kemajuan investasi pengembangan akan meningkat sehingga dibutuhkan tambahan permodalan yang berasal dari pinjaman.

Investasi barang modal tahun 2025 akan meningkat terutama disebabkan adanya proyek *revamping* amoniak Pabrik-2 yang direncanakan selesai di tahun 2025, dan Proyek Soda Ash dengan proyeksi nilai pekerjaan EPC lebih tinggi dibandingkan realisasi tahun sebelumnya. Dengan demikian, struktur utang pada permodalan akan meningkat dibandingkan tahun sebelumnya yang tercermin pada proyeksi *Debt to Equity Ratio*. Meskipun meningkat, rasio likuiditas dan solvabilitas Perusahaan masih terkendali di mana Perusahaan memiliki proyeksi ekuitas sebesar 573% daripada kewajiban dan proyeksi rasio lancar sebesar 302%.

*Dividend Payout Ratio* tahun 2025 diproyeksikan sebesar 30%, lebih tinggi dibandingkan dengan tahun 2024. Peningkatan *dividend payout ratio* tersebut tidak berdampak buruk pada rasio likuiditas dan solvabilitas di mana Pupuk Kaltim memiliki cadangan kas yang memadai dengan nilai proyeksi rasio kas sebesar 149% di tahun 2025 setelah dilakukannya pembayaran dividen.

### PETA JALAN USAHA: RENCANA JANGKA MENENGAH DAN JANGKA PANJANG

Sebagai produsen amoniak terbesar ketiga dan urea terbesar keenam di kawasan Asia Pasifik dan Timur Tengah, Pupuk Kaltim terus berupaya untuk memperkuat daya saing global dan menciptakan pertumbuhan berkelanjutan. Tantangan yang dihadapi antara lain meliputi keamanan pasokan bahan baku, belum optimalnya produktivitas *handling* produk dan bahan baku, *plant availability* yang masih di bawah *benchmark* industri, serta meningkatnya tuntutan terhadap implementasi ESG dalam operasional.

Namun, seiring dengan hal tersebut, beberapa peluang dimiliki Perusahaan antara lain kontribusi terhadap program swasembada pangan nasional, peluang hilirisasi sektor petrokimia untuk substitusi impor, monetisasi sumber gas di wilayah timur Indonesia, serta peningkatan permintaan global terhadap *clean ammonia*.

In the capital structure, the debt to equity ratio in 2025 is projected to increase by around 9%. In 2024, the Company did not make many loan withdrawals because the progress of development investment in 2024 is still in the preparation stage. As for 2025, the progress of development investment is projected to increase, which requires additional capital from loans.

Capital expenditures in 2025 will increase mainly due to the revamping of ammonia Plant-2 project, which is expected to be completed in 2025, and the Soda Ash Project with a higher EPC work value projection compared to the previous year's realization. Thus, the debt structure in capital will increase compared to the previous year as reflected in the Debt to Equity Ratio projection. Despite the increase, the Company's liquidity and solvency ratios are still under control, in which the Company has an equity projection of 573% of liabilities and a current ratio projection of 302%.

The Dividend Payout Ratio in 2025 is projected to be 30%, higher than in 2024. The increase in the dividend payout ratio does not have a negative impact on the liquidity and solvency ratios, where Pupuk Kaltim has adequate cash reserves with a projected cash ratio value of 149% in 2025 after dividend payments are made.

### BUSINESS ROADMAP: MEDIUM-TERM AND LONG-TERM PLANS

As the third largest ammonia and sixth largest urea producer in the Asia Pacific and Middle East regions, Pupuk Kaltim continues to strive to strengthen global competitiveness and create sustainable growth. The challenges faced include security of raw material supply, suboptimal productivity in the handling of product and raw material, plant availability that is still below the industry benchmark, and increasing demands for ESG implementation in operations.

However, along with these developments, the Company has several opportunities, including contributing to the national food self-sufficiency program, downstream expansion in the petrochemical sector for import substitution, monetizing gas resources in eastern Indonesia, and meeting the growing global demand for *clean ammonia*.



Sebagai respons terhadap tantangan dan peluang yang ada, Perusahaan telah menyusun Rencana Jangka Panjang tahun 2025–2029 dan *strategic house* yang akan berfokus pada penguatan posisi Perusahaan sebagai entitas global yang kompetitif dan berkelanjutan. Strategi ini dikembangkan sejalan dengan visi, dan misi Perusahaan yang telah diselaraskan dengan visi, dan misi entitas induk, PT Pupuk Indonesia (Persero).

Visi Perusahaan ke depan, yaitu menjadi Perusahaan berskala global yang berdaya saing tinggi dalam industri agrosolusi, kimia dan petrokimia yang terintegrasi. Adapun *Health, Safety, Security & Environment Excellence* menaungi inisiatif dan fondasi strategi. Dalam pencapaian Visi dan Misi, Pupuk Kaltim merencanakan beberapa pilar strategi, yaitu *Global Cost Leader* melalui strategi efisiensi biaya produksi dan *operational excellence* serta *raw material security*, di antaranya melakukan proyek *revamping* amoniak Pabrik-2 dan mengimplementasikan program *production excellence* dengan target penghematan biaya produksi serta penurunan konsumsi energi.

Di samping itu, terdapat pilar strategi *Fertilizer Scale-Up* melalui strategi optimalisasi kapasitas dan pengembangan produk eksisting, yaitu dengan rencana pembangunan Pabrik Amoniak-Urea Fakfak, Papua Barat. Pilar *value-added downstream* sebagai upaya mendorong diversifikasi produk melalui pengembangan produk baru turunan gas melalui Pabrik Soda Ash dan NPK-3, studi *clean ammonia*, dan pengembangan produk unggulan berbasis riset.

Dalam rangka mendukung pilar strategi, Perusahaan juga berupaya mengimplementasikan fondasi strategi, yaitu ESG *value creation* melalui peningkatan *Sustainability Governance*; salah satunya melalui program penurunan emisi CO<sub>2</sub>, inisiatif strategi *Operating Model & Organization* melalui penguatan *operating model subholding & klaster* dan mengembangkan *leading organization*, serta inisiatif strategis *Human Experience* melalui implementasi *roadmap human experience management*, pengembangan dan akuisisi *world class talent* dan membangun *performance driven culture*. Selain itu, Pupuk Kaltim juga merencanakan pengembangan transformasi digital dan *Innovation* melalui pengembangan sistem *Reliability Centered Spares* (RCS) dan regenerasi perangkat keamanan jaringan (*Firework*).

Diharapkan ke depan terdapat penambahan portofolio produk dan kapasitas produksi dengan dibangunnya Pabrik NPK-3, Soda Ash dan Ammonium Chloride, penurunan konsumsi energi sehingga pabrik lebih efisien dan produk lebih kompetitif, emisi CO<sub>2</sub> Perusahaan turun sehingga mendukung program dekarbonisasi dalam rangka menuju *net zero emission*, serta meningkatkan kinerja Perusahaan.

As a response to existing challenges and opportunities, the Company has prepared its Long-Term Plan for 2025–2029 and strategic house, focusing on strengthening its position as a competitive and sustainable global entity. This strategy has been formulated in alignment with the Company's vision and mission, which have been harmonized with the vision and mission its parent entity, PT Pupuk Indonesia (Persero).

The Company's vision for the future is to become a globally scaled, highly competitive enterprise in the agrosolutions, chemical, and integrated petrochemical industries. Additionally, Health, Safety, Security & Environment Excellence serves as the foundation for strategic initiatives. To achieve its Vision and Mission, Pupuk Kaltim has outlined several strategic pillars, including a Global Cost Leader approach through production cost efficiency, operational excellence, and raw material security. The Company is also undertaking the revamping of Ammonia Plant-2 and implementing the production excellence program, both of which aim to reduce production costs and lower energy consumption.

In addition, the Fertilizer Scale-Up strategic pillar focuses on capacity optimization and the development of existing products, including the planned construction of the Ammonia-Urea Plant in Fakfak, West Papua. The value-added downstream pillar aims to promote product diversification through the development of new gas-derived products, such as the Soda Ash and NPK-3 Plant, along with clean ammonia studies and the development of research-based flagship products.

In order to support the strategic pillars, the Company also seeks to implement the strategic foundation, namely ESG value creation by improving Sustainability Governance; one of which is through the CO<sub>2</sub> emission reduction program, the Operating Model & Organization strategic initiative by strengthening the subholding & cluster operating model and developing a leading organization, as well as the Human Experience strategic initiative through the implementation of the human experience management roadmap, development and acquisition of world-class talent, and building a performance-driven culture. In addition, Pupuk Kaltim also plans to develop digital transformation and Innovation through the development of the Reliability Centered Spares (RCS) system and regeneration of network security devices (*Firework*).

In the future, the expansion of product portfolio and production capacity is expected with the establishment of NPK-3, Soda Ash, and Ammonium Chloride plants, which will reduce energy consumption, making production more efficient, more competitive products, decreasing the Company's CO<sub>2</sub> emissions, subsequently supporting the decarbonization program toward net zero emissions, while enhancing the overall performance.









# Tata Kelola Perusahaan

## Corporate Governance

**Penerapan prinsip-prinsip GCG di lingkup Perusahaan merupakan pedoman bagi seluruh Insan Pupuk Kaltim dengan dilandasi moral yang tinggi, kepatuhan kepada peraturan perundang-undangan yang berlaku serta kesadaran untuk memberikan nilai tambah kepada para Pemangku Kepentingan, termasuk Pemegang Saham.**

The implementation of GCG principles within the Company is a guideline for all Pupuk Kaltim employees based on high morals, compliance with applicable laws and regulations and awareness to provide added value to Stakeholders, including Shareholders.







## Perkembangan Penerapan Prinsip-prinsip Tata Kelola Perusahaan yang Baik

### Progress in the Implementation of Good Corporate Governance Principles

Sebagai bagian dari Holding BUMN Pupuk yang juga merupakan anak usaha dari PT Pupuk Indonesia (Persero), Pupuk Kaltim terus berupaya melakukan peningkatan, transformasi, dan integrasi dalam pengelolaan perusahaan. Komitmen berkelanjutan terhadap Tata Kelola Perusahaan yang Baik atau *Good Corporate Governance* (GCG) menjadi landasan untuk menjaga kelangsungan bisnis, meningkatkan kepercayaan pelanggan, dan memenangkan dukungan *stakeholder*. Pupuk Kaltim berfokus pada inovasi dan pencapaian sasaran melalui lompatan-lompatan strategis yang mengikuti prinsip GCG.

Sebagai bagian dari Holding BUMN Pupuk yang merupakan BUMN, penerapan GCG di lingkup Pupuk Kaltim juga mengacu pada Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara. Berdasarkan Peraturan tersebut, Pupuk Kaltim masuk dalam klasifikasi kategori BUMN individu dengan sistemik A. Sebagai tindak lanjut dari peraturan baru tersebut, Pupuk Kaltim membentuk Direktorat baru yakni Direktorat Manajemen Risiko. Direktur Manajemen Risiko Pupuk Kaltim memiliki peran dan tanggung jawab dalam memastikan pengelolaan risiko untuk menjaga keberlangsungan dan keberhasilan pencapaian sasaran Perusahaan.

Bagi Pupuk Kaltim, penerapan prinsip-prinsip GCG di lingkup Perusahaan merupakan pedoman bagi seluruh Insan Perusahaan dalam membuat keputusan dan menjalankan tindakan dengan dilandasi moral yang tinggi, kepatuhan kepada peraturan perundang-undangan yang berlaku serta kesadaran akan adanya tanggung jawab sosial Perusahaan terhadap Pemangku Kepentingan (*stakeholders*) secara konsisten. Adanya pelaksanaan GCG yang konsisten, memungkinkan pertumbuhan dan rekam jejak (*track record*) yang baik dan berkesinambungan untuk jangka panjang. Dengan melaksanakan prinsip-prinsip GCG secara konsisten, menjadikan Perusahaan memiliki pandangan jangka panjang dalam mengintegrasikan pengelolaan risiko, kepatuhan dan pengawasan intern dengan tanggung jawab lingkungan dan sosial dalam menemukan peluang-peluang dan mengalokasikan modal untuk memberikan manfaat yang terbaik bagi seluruh Pemangku

As part of the BUMN Pupuk Holding and a subsidiary of PT Pupuk Indonesia (Persero), Pupuk Kaltim continues to pursue improvements, transformation, and integration in corporate management. Its unwavering commitment to Good Corporate Governance (GCG) serves as a fundamental pillar in ensuring business sustainability, enhancing customer trust, and securing stakeholder support. Pupuk Kaltim prioritises innovation and the achievement of strategic objectives through bold, forward-thinking initiatives aligned with GCG principles.

As part of the BUMN Pupuk Holding, which is a BUMN, the application of GCG within Pupuk Kaltim also adheres to the provisions set out in the Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 on the Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises. According to the regulation, Pupuk Kaltim is classified as an individual SOE with systemic category A. As a follow-up to the new regulation, Pupuk Kaltim established a new Directorate, namely the Directorate of Risk Management. Pupuk Kaltim Risk Management Director has the role and responsibility in ensuring risk management to maintain the sustainability and successful achievement of the Company's goals.

For Pupuk Kaltim, the implementation of GCG principles within the company serves as a guiding framework for all personnel in making decisions and taking actions based on high moral standards, compliance with applicable laws and regulations, and a consistent awareness of the company's social responsibility towards its stakeholders. The consistent application of GCG enables sustainable growth and a strong, long-term track record. By adhering to GCG principles, the company adopts a long-term perspective in integrating risk management, compliance, and internal oversight with environmental and social responsibility, allowing it to identify opportunities and allocate capital to generate optimal benefits for all stakeholders while maintaining a sound and sustainable financial performance. In this regard, Pupuk Kaltim has established a transparent management structure, strengthened both internal and external oversight, and implemented policies that prioritize business







Kepentingan, serta mencapai kinerja keuangan yang sehat dan berkesinambungan. Dalam hal ini, Pupuk Kaltim telah menetapkan struktur manajemen yang transparan, memperkuat pengawasan internal dan eksternal, serta menerapkan kebijakan-kebijakan yang mengedepankan etika bisnis, integritas, dan kepatuhan terhadap hukum dan regulasi yang berlaku.

### TUJUAN PENERAPAN GCG

Penerapan *Good Corporate Governance* (GCG) oleh Pupuk Kaltim bertujuan untuk memberikan nilai tambah kepada para Pemangku Kepentingan, termasuk Pemegang Saham. Adapun rincian tujuan tersebut dijabarkan sebagai berikut:

1. Mengoptimalkan nilai Pupuk Kaltim agar memiliki daya saing yang kuat, baik secara nasional maupun internasional, sehingga mampu mempertahankan keberadaannya dan hidup berkelanjutan untuk mencapai maksud dan tujuan Perusahaan;
2. Mendorong pengelolaan Pupuk Kaltim secara profesional, efisien, dan efektif serta memberdayakan fungsi dan meningkatkan kemandirian Organ Perusahaan;
3. Mendorong Organ Pupuk Kaltim agar dalam membuat keputusan dan menjalankan tindakan dalam bisnis, selalu dilandasi nilai moral yang tinggi dan kepatuhan terhadap peraturan perundang-undangan serta kesadaran akan adanya tanggung jawab sosial Perusahaan terhadap pemangku kepentingan maupun kelestarian lingkungan di sekitar;
4. Meningkatkan kontribusi Pupuk Kaltim dalam perekonomian nasional;
5. Meningkatkan iklim yang kondusif bagi perkembangan investasi nasional.

### LANDASAN DAN KEBIJAKAN PENERAPAN GCG

Pupuk Kaltim, dalam menerapkan GCG, merujuk pada berbagai peraturan perundang-undangan dan praktik terbaik. Perusahaan juga telah menetapkan kebijakan internal sebagai panduan operasional. Landasan penerapan GCG tersebut mencakup:

1. Peraturan Menteri BUMN RI No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.
2. Pedoman Umum Governansi Korporat Indonesia (PUGKI) tahun 2021 yang dikeluarkan oleh Komite Nasional Kebijakan *Governance* (KNKG) sebagai acuan dalam mengembangkan pengelolaan dan penerapan GCG.
3. RUPS Pupuk Kaltim pada 30 Mei 2004, Pupuk Kaltim mulai menerapkan GCG dalam menjalankan kegiatan bisnisnya. Pedoman penerapan GCG di Pupuk Kaltim diberlakukan sejak terbitnya Surat Keputusan Direksi No. 28/DIR/VI.2005 tentang Penerapan dan Pedoman GCG di Pupuk Kaltim.

ethics, integrity, and compliance with prevailing laws and regulations.

### OBJECTIVES OF GCG IMPLEMENTATION

The implementation of Good Corporate Governance (GCG) by Pupuk Kaltim aims to create added value for stakeholders, including shareholders. The specific objectives are outlined as follows:

1. Optimizing the value of Pupuk Kaltim to have strong competitiveness, both nationally and internationally, so that it is able to maintain its existence and live sustainably to achieve the Company's goals and objectives;
2. Encouraging the management of Pupuk Kaltim professionally, efficiently, and effectively and empowering the functions and increasing the independence of the Company's Organs;
3. Encouraging Pupuk Kaltim Organs to always be based on high moral values and compliance with laws and regulations and awareness of the Company's social responsibility towards stakeholders and the sustainability of the surrounding environment in making decisions and carrying out actions in business;
4. Increasing Pupuk Kaltim's contribution to the national economy;
5. Increasing a conducive climate for the development of national investment.

### FOUNDATIONS AND POLICIES FOR GCG IMPLEMENTATION

In implementing GCG, Pupuk Kaltim refers to various laws, regulations, and best practices. The company has also established internal policies as operational guidelines. The foundations for GCG implementation include:

1. Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.
2. The 2021 Indonesian Corporate Governance Guidelines (PUGKI) issued by the National Committee on Governance Policy (KNKG) as a reference for developing and implementing GCG practices
3. Pupuk Kaltim's General Meeting of Shareholders (GMS) on 30 May 2004, marking the Company's adoption of GCG principles in its business operations. The GCG implementation guidelines at Pupuk Kaltim have been in effect since the issuance of the BOD Decree No. 28/DIR/VI.2005 concerning the Implementation and Guidelines for GCG at Pupuk Kaltim.

4. Kebijakan Tata Kelola Terintegrasi Konglomerasi Pupuk Indonesia Group No. 38/A/HK/1/D0201/SK/2024 tanggal 19 Maret 2024.
5. Surat Keputusan Direksi No. 19/DIR/II.21 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) di PT Pupuk Kalimantan Timur yang merupakan komitmen Perusahaan terhadap perkembangan penerapan GCG pada dunia bisnis Indonesia.

- 4 Integrated Governance Policy of Pupuk Indonesia Group Conglomeration No. 38/A/HK/1/D0201/SK/2024 dated March 19, 2024.
5. BOD Decree No. 19/DIR/II.21 on the Implementation of Good Corporate Governance at PT Pupuk Kalimantan Timur, reflecting the company's commitment to advancing GCG practices within Indonesia's business landscape.

## KOMITMEN DAN PENERAPAN PRINSIP-PRINSIP GCG

Pupuk Kaltim berkomitmen untuk meningkatkan penerapan GCG dengan tekad yang kuat dari seluruh Insan Pupuk Kaltim. Komitmen ini menempatkan prinsip-prinsip GCG, dikenal sebagai TARIF (*Transparency, Accountability, Responsibility, Independency, dan Fairness*), sebagai landasan utama dalam menjalankan bisnis perusahaan. Dalam praktiknya, hal ini mencakup peningkatan transparansi informasi, pertanggungjawaban atas keputusan, komitmen terhadap tanggung jawab sosial, keberlanjutan, kemandirian dalam pengambilan keputusan, dan perlakuan yang adil terhadap semua pemangku kepentingan. Upaya ini tidak hanya membentuk dasar yang kokoh untuk tata kelola perusahaan, tetapi juga memastikan prinsip-prinsip etika dan keberlanjutan menjadi bagian integral dari setiap aspek operasional Pupuk Kaltim.

Dalam upaya untuk menggambarkan komitmen ini secara lebih rinci, berikut adalah uraian prinsip-prinsip GCG yang telah diimplementasikan di Pupuk Kaltim, yang tercantum dalam tabel di bawah ini.

## COMMITMENT TO AND IMPLEMENTATION OF GCG PRINCIPLES

Pupuk Kaltim is committed to strengthening the implementation of Good Corporate Governance (GCG) through the unwavering dedication of all its personnel. This commitment establishes GCG principles, known as TARIF (*Transparency, Accountability, Responsibility, Independency, and Fairness*), as the fundamental pillars of the company's business operations. In practice, this encompasses enhancing information transparency, ensuring accountability in decision-making, upholding social responsibility and sustainability commitments, maintaining independence in decision-making processes, and ensuring fair treatment of all stakeholders. These efforts not only provide a solid foundation for corporate governance but also integrate ethical principles and sustainability into every aspect of Pupuk Kaltim's operations.

To illustrate this commitment in greater detail, the following table outlines the GCG principles that have been implemented at Pupuk Kaltim.

### Prinsip TARIF dan Penerapannya

TARIF principle and its application

|                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|--------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Keterbukaan</b><br/>Transparency</p>  | <p>Pupuk Kaltim melaksanakan proses pengambilan keputusan dan keterbukaan dalam mengemukakan informasi materiil dan relevan mengenai Perusahaan kepada Pemegang Saham, pemangku kepentingan, karyawan, masyarakat, dan rekanan sesuai dengan kebijakan pengelolaan informasi Perusahaan.</p> <ol style="list-style-type: none"> <li>a. Perusahaan memberikan informasi kepada pemangku kepentingan melalui situs web, majalah, media massa, media sosial (Instagram, X, Facebook, TikTok), <i>gathering</i>, sosialisasi tatap muka, dan lain-lain.</li> <li>b. Laporan Tahunan Perusahaan.</li> </ol> | <p>Pupuk Kaltim ensures a transparent decision-making process and the disclosure of material and relevant information about the company to shareholders, stakeholders, employees, the public, and business partners in accordance with its information management policy.</p> <ol style="list-style-type: none"> <li>a. The company provides information to stakeholders through its website, corporate magazine, mass media, social media platforms (Instagram, X, Facebook, TikTok), gatherings, face-to-face socialization events, and other channels.</li> <li>b. The company's Annual Report.</li> </ol> |
|--------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|





|                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|---------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Akuntabilitas</b><br/>Accountability</p>       | <p>Pupuk Kaltim menerapkan akuntabilitas dengan memberikan penjelasan mengenai hak, kewajiban, dan wewenang serta tanggung jawab antara Pemegang Saham, Dewan Komisaris, dan Direksi.</p> <ul style="list-style-type: none"> <li>a. RUPS pengesahan RKAP;</li> <li>b. Direksi mengelola Perusahaan sesuai peraturan yang berlaku;</li> <li>c. Dewan Komisaris mengawasi dan memberikan nasihat kepada Direksi;</li> <li>d. Karyawan melaksanakan tugas dan fungsi sesuai deskripsi pekerjaan.</li> </ul>                              | <p>Pupuk Kaltim upholds accountability by clearly defining the rights, obligations, authorities, and responsibilities of shareholders, the Board of Commissioners, and the Board of Directors.</p> <ul style="list-style-type: none"> <li>a. GMS approves the Company's Work Plan and Budget (RKAP);</li> <li>b. The Board of Directors manages the Company in accordance with applicable regulations;</li> <li>c. The Board of Commissioners supervises and provides guidance to the Board of Directors;</li> <li>d. Employees perform their duties and functions in accordance with their job descriptions.</li> </ul> |
| <p><b>Pertanggungjawaban</b><br/>Responsibility</p>  | <p>Implementasi pertanggungjawaban Perusahaan diantaranya kepatuhan terhadap pajak, kesehatan dan keselamatan kerja, pengelolaan lingkungan hidup, hubungan industrial, dan masyarakat.</p> <ul style="list-style-type: none"> <li>a. Melaksanakan kebijakan terkait SDM pada karyawan;</li> <li>b. Melaksanakan kewajiban perpajakan;</li> <li>c. Melaksanakan tanggung jawab terhadap lingkungan;</li> <li>d. Bersikap netral dalam kegiatan golongan atau partai politik tertentu.</li> </ul>                                      | <p>The implementation of the company's responsibility includes compliance with taxation, occupational health and safety, environmental management, industrial relations, and community engagement.</p> <ul style="list-style-type: none"> <li>a. Implementing human resource policies for employees;</li> <li>b. Fulfilling tax obligations;</li> <li>c. Upholding environmental responsibility;</li> <li>d. Maintaining neutrality in activities related to specific groups or political parties.</li> </ul>                                                                                                            |
| <p><b>Kemandirian</b><br/>Independency</p>          | <p>Pupuk Kaltim mengelola kegiatan usaha secara profesional tanpa benturan kepentingan dan pengaruh/tekanan dari pihak manapun yang tidak sesuai dengan peraturan perundang-undangan yang berlaku dan prinsip-prinsip korporasi yang sehat.</p> <ul style="list-style-type: none"> <li>a. Dalam pengambilan keputusan, Insan Pupuk Kaltim selalu menghindari benturan kepentingan;</li> <li>b. Organ Perusahaan saling menghormati dan tidak mencampuri hak, kewajiban, tugas, wewenang, dan tanggung jawab masing-masing.</li> </ul> | <p>Pupuk Kaltim conducts its business operations professionally, free from conflicts of interest and undue influence or pressure from any party that is inconsistent with applicable laws and sound corporate principles.</p> <ul style="list-style-type: none"> <li>a. In decision-making, Pupuk Kaltim personnel consistently avoid conflicts of interest;</li> <li>b. The company's governing bodies respect one another and do not interfere with each other's rights, obligations, duties, authorities, and responsibilities.</li> </ul>                                                                            |
| <p><b>Kesetaraan</b><br/>Fairness</p>              | <p>Pupuk Kaltim memberikan keadilan dan kesetaraan di dalam memenuhi hak-hak pemangku kepentingan yang timbul berdasarkan perjanjian dan peraturan perundang-undangan.</p> <ul style="list-style-type: none"> <li>a. Perusahaan memperlakukan pemangku kepentingan secara adil;</li> <li>b. Pemegang saham berhak menghadiri dan memberikan suara dalam RUPS sesuai dengan peraturan yang berlaku.</li> </ul>                                                                                                                         | <p>Pupuk Kaltim upholds fairness and equality in fulfilling the rights of stakeholders as stipulated in agreements and applicable laws and regulations.</p> <ul style="list-style-type: none"> <li>a. The Company treats all stakeholders fairly;</li> <li>b. Shareholders have the right to attend and vote at the General Meeting of Shareholders (GMS) in accordance with prevailing regulations.</li> </ul>                                                                                                                                                                                                          |

## JEJAK LANGKAH PENERAPAN GCG PUPUK KALTIM

Sebagai manifestasi dari komitmen yang kuat dalam menerapkan prinsip GCG secara berkelanjutan, Pupuk Kaltim telah merumuskan serangkaian tonggak dan peta jalan yang menggarisbawahi langkah-langkah konkret dalam implementasi GCG. Perusahaan secara berkala mengevaluasi pelaksanaan rencana strategis terkait GCG, yang dilakukan setiap tahun, guna memastikan konsistensi dan efektivitas penerapan prinsip-prinsip GCG dalam operasional perusahaan. Pendekatan ini menandai dedikasi Pupuk Kaltim dalam memperkuat tata kelola perusahaan sesuai dengan standar dan prinsip-prinsip GCG yang berlaku.

## MILESTONES IN PUPUK KALTIM'S GCG IMPLEMENTATION

As a manifestation of its strong commitment to the continuous implementation of Good Corporate Governance (GCG) principles, Pupuk Kaltim has established a series of milestones and a roadmap outlining concrete steps in GCG implementation. The company regularly evaluates the execution of its strategic plans related to GCG on an annual basis to ensure consistency and effectiveness in integrating GCG principles into its operations. This approach underscores Pupuk Kaltim's dedication to strengthening corporate governance in accordance with applicable GCG standards and principles.



## Jejak Langkah Perkembangan Penerapan GCG

Progress of GCG Implementation





## 2013

- Penyempurnaan Kebijakan Manajemen Risiko, Pedoman GCG, *Board Manual*, *Whistleblowing System*.
- Pelaksanaan asesmen GCG dengan kriteria baru sesuai dengan SK-16/S-MBU/2012.
- Penandatanganan Komitmen terhadap Pengendalian Gratifikasi oleh Direksi Pupuk Kaltim dan KPK.
- Pembentukan Komite GCG, Pemantau Manajemen Risiko.
- Improvement of Risk Management Policy, GCG Guidelines, Board Manual, Whistleblowing System.
- Implementation of GCG assessment with new criteria in accordance with SK-16/S-MBU/2012.
- Signing of Commitment to Gratification Control by Pupuk Kaltim Board of Directors and KPK.
- Establishment of GCG Committee, Risk Management Monitoring.

## 2014

- Penerapan *Whistleblowing System*.
- Penandatanganan Piagam Pakta Integritas berbasis sistem, yaitu Elektronik Pakta Integritas (e-PI).
- Implementation of Whistleblowing System.
- Signing of the Integrity Pact Charter based on the system, namely the Electronic Integrity Pact (e-PI).

## 2015

- Pelaksanaan asesmen GCG dengan Sistem Informasi Aplikasi Penilaian GCG Online (SIAP-GCG).
- Pengesahan Pedoman Pengendalian Gratifikasi.
- Penyempurnaan kewajiban pelaporan Harta Kekayaan Negara.
- Pengesahan Pedoman Tata Kelola Anak Perusahaan.
- Pengesahan Pedoman Benturan Kepentingan.
- Implementation of GCG assessment with the Online GCG Assessment Application Information System (SIAP-GCG).
- Ratification of the Gratification Control Guidelines.
- Improvement of State Asset reporting obligations.
- Ratification of Subsidiary Governance Guidelines.
- Ratification of Conflict of Interest Guidelines.

## 2016

- Pelaporan risiko individu dengan aplikasi iRisk.
- Penyempurnaan Pedoman Kode Etik Perusahaan.
- Individual risk reporting with the iRisk application.
- Improvement of the Company's Code of Ethics Guidelines.

## 2022

- Pengembangan *Systemic Risk* untuk entitas Pupuk Kaltim.
- Penerapan Sistem Manajemen Keberlangsungan Usaha (SMKU).
- Bimbingan Teknis penerapan *Fraud Control System* bersama BPKP Provinsi Kalimantan Timur.
- Pemutakhiran Surat Keputusan Pedoman Pengendalian Gratifikasi, Benturan Kepentingan, LHKPN, Sistem Pengendalian *Fraud (Fraud Control System)*, Sistem Manajemen Anti Penyuapan.
- Pengesahan *Roadmap GCG* dan Pedoman Pengukuran Penerapan GCG.
- Penilaian *ESG Risk Ratings* oleh Sustainalytics.
- Development of *Systemic Risk* for the Pupuk Kaltim entity.
- Implementation of the Business Continuity Management System (SMKU).
- Technical Guidance for the implementation of the *Fraud Control System* with the BPKP of East Kalimantan Province.
- Update of the Decree on the Guidelines for Controlling Gratification, Conflict of Interest, LHKPN, *Fraud Control System*, Anti-Bribery Management System.
- Ratification of the GCG Roadmap and Guidelines for Measuring GCG Implementation.
- ESG Risk Ratings Assessment by Sustainalytics.

## 2023

- Sertifikasi Sistem Manajemen Keberlangsungan Usaha.
- Resertifikasi Sistem Manajemen Anti Penyuapan.
- Implementasi Sistem Manajemen Kepatuhan berdasarkan ISO 37301:2021.
- Integrasi WBS Pupuk Indonesia Group dan bekerja sama dengan KPK RI dan LPSK.
- Penandatanganan Komitmen Larangan Tidak Berpartisipasi dalam Politik oleh Dewan Komisaris dan Direksi.
- Pengembangan Talenta Organ Pengelola Risiko.
- Certification of Business Continuity Management System.
- Recertification of Anti-Bribery Management System.
- Implementation of Compliance Management System based on ISO 37301:2021.
- Integration of WBS Pupuk Indonesia Group and cooperation with KPK RI and LPSK.
- Signing of Commitment on Prohibition of Non-Participation in Politics by the Board of Commissioners and Directors.
- Development of Talents of Risk Management Organs.

## 2024

- Penetapan Pupuk Kaltim dalam klasifikasi kategori BUMN individu dengan sistemik A.
- Penunjukan Direktur Manajemen Risiko Perusahaan.
- Pembentukan Kompartemen Tata Kelola dan Manajemen Risiko Pupuk Kaltim.
- Pembentukan Tim Sistem Manajemen Kepatuhan (SMK) berbasis SNI ISO 37301:2021.
- Pembuatan *Roadmap* Manajemen Risiko 2024-2028.
- Pembaruan Surat Keputusan Bersama (SKB) *Board Manual* dan Pedoman Kode Etik dan Perilaku.
- Penyesuaian dan penyempurnaan SK Tim Integritas dan GCG.
- Pembaruan SK Direksi Pedoman Tata Kelola Perusahaan yang Baik dan Pedoman Tata Kelola Kelompok Usaha.
- Pelaksanaan Penilaian *Risk Maturity Index (RMI)*.
- Penyusunan *Financial Contingency Plan (FCP)*.
- Pelaksanaan Penilaian Komposit Risiko.
- Penyesuaian Komite *Good Corporate Governance*, Sumber Daya Manusia, Nominasi-Remunerasi, dan Investasi (KGSRI).
- Pembentukan Komite Pemantau Risiko (KPR) yang merangkap tugas Komite Tata Kelola Terintegrasi (KTKT).
- Determination of Pupuk Kaltim in the classification of individual BUMN category with systemic A.
- Appointment of the Director of Corporate Risk Management.
- Establishment of the Governance and Risk Management Compartment of Pupuk Kaltim.
- Establishment of the Compliance Management System (SMK) Team based on SNI ISO 37301:2021.
- Preparation of the 2024-2028 Risk Management Roadmap.
- Update of the Joint Decree (SKB) of the Board Manual and the Code of Ethics and Behavior Guidelines.
- Adjustment and refinement of the Integrity and GCG Team Decree.
- Update of Directors' Decree on Good Corporate Governance Guidelines and Group Governance Guidelines.
- Implementation of the Risk Maturity Index (RMI) Assessment.
- Preparation of the Financial Contingency Plan (FCP).
- Implementation of the Risk Composite Assessment.
- Adjustment of the Good Corporate Governance, Human Resources, Nomination-Remuneration, and Investment (KGSRI) Committee.
- Establishment of the Risk Monitoring Committee (KPR) which also serves as the Integrated Governance Committee (KTKT).

## PETA JALAN PENERAPAN GCG

Pupuk Kaltim telah memiliki *Roadmap* GCG 2021–2025 yang pada tahun 2024, Perusahaan fokus pada penguatan budaya penerapan GCG sehingga dapat menciptakan nilai jangka panjang bagi semua pemangku kepentingan.

Gambaran Kerangka *Roadmap* GCG tahun 2021–2025 terlihat pada bagan di bawah ini.

### Roadmap GCG Pupuk Kaltim Tahun 2021–2025

Pupuk Kaltim's GCG Roadmap 2021–2025



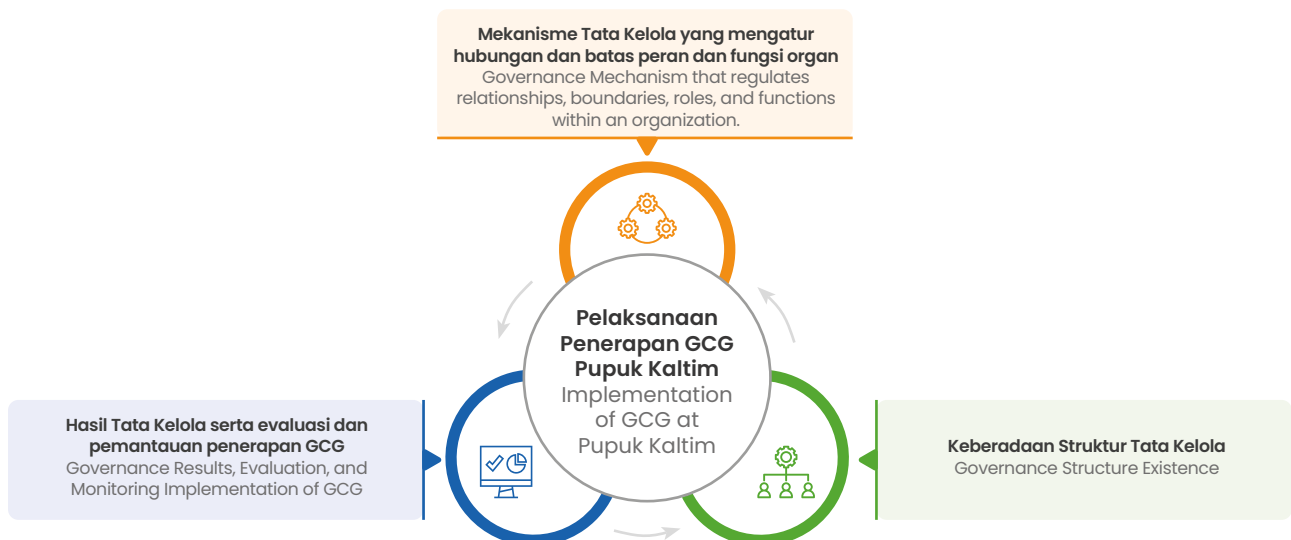
## GCG IMPLEMENTATION ROADMAP

Pupuk Kaltim has 2021–2025 GCG Roadmap, with a particular focus in 2024 on strengthening the culture of GCG implementation to create long-term value for all stakeholders.

The framework of the 2021–2025 GCG Roadmap is illustrated in the diagram below.

## Struktur serta Mekanisme Tata Kelola

Governance Structure and Mechanism





Struktur organ tata kelola perusahaan Pupuk Kaltim mengacu pada Undang-Undang RI No. 40 Tahun 2007 tentang Perseroan Terbatas. Regulasi tersebut menyebutkan, organ tata kelola terdiri atas Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi. Organ ini memiliki peran kunci dalam keberhasilan pelaksanaan penerapan prinsip GCG.

Untuk mendukung organ utama tersebut, Pupuk Kaltim juga telah membentuk organ-organ di bawah Komisaris, yaitu Komite Audit, Komite GCG, Nominasi, Remunerasi, Pengembangan SDM dan Investasi, Komite Pemantau Risiko, serta Sekretaris Dewan Komisaris. Terdapat juga organ pendukung GCG di bawah Direksi yang terdiri dari Kepala Satuan Pengawasan Intern, Sekretaris Perusahaan, SVP Tata Kelola, Manajemen Risiko dan Unit Kerja, serta Organ Perusahaan Lainnya. Selain itu, Perusahaan juga menggunakan audit eksternal dalam rangka menciptakan akuntabilitas atas laporan keuangan.

Dalam pelaksanaannya, masing-masing organ Perusahaan tersebut menjalankan tugas, fungsi dan tanggung jawabnya secara independen untuk kepentingan Perusahaan sesuai dengan ketentuan perundang-undangan, Anggaran Dasar Perusahaan, dan ketentuan lain yang berlaku.

Struktur Tata Kelola Perusahaan yang dimiliki Pupuk Kaltim terbagi menjadi 3 (tiga), yaitu:

1. Organ Utama, meliputi Pemegang Saham, Dewan Komisaris, dan Direksi.
2. Organ Pendukung Internal, meliputi Sekretaris Dewan Komisaris, Komite GCG, Nominasi, Remunerasi, Pengembangan SDM dan Investasi, Komite Pemantau Risiko di bawah garis koordinasi Dewan Komisaris serta Kepala Satuan Pengawasan Intern, Sekretaris Perusahaan, SVP Tata Kelola dan Manajemen Risiko, serta Unit lain Organ Perusahaan di bawah garis koordinasi Direksi, Tim Integritas dan GCG, Fungsi Tata Kelola dan Kepatuhan serta Departemen Manajemen Risiko Korporasi di bawah koordinasi SVP Tata Kelola dan Manajemen Risiko.
3. Organ Pendukung Eksternal, yaitu Auditor Eksternal/Akuntan Publik yang berfungsi memperkuat akuntabilitas dalam laporan keuangan Perusahaan. Akuntan Publik ditunjuk oleh pemegang saham Perusahaan.

Selain berlandaskan pada Undang-undang RI No. 40 Tahun 2007, pada tahun 2024, Pupuk Kaltim telah melakukan penyesuaian struktur dan mekanisme tata kelola berdasarkan Peraturan Menteri BUMN terbaru dengan No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara. Berdasarkan Peraturan tersebut, Pupuk Kaltim

Pupuk Kaltim's corporate governance structure refers to Law No. 40 Year 2007 on Limited Liability Companies. The regulation states that the governance organ consists of the General Meeting of Shareholders (GMS), the Board of Commissioners, and the Board of Directors. These organs have a key role in the successful implementation of GCG principles.

To support these main organs, Pupuk Kaltim has also established organs under the Board of Commissioners, namely the Audit Committee, GCG, Nomination, Remuneration, HR Development and Investment Committee, Risk Monitoring Committee and Secretary of the Board of Commissioners. There are also GCG supporting organs under the Board of Directors consisting of Head of Internal Audit Unit, Corporate Secretary, SVP Governance and Risk Management and Working Units and Other Company Organs. In addition, the Company also uses an external audit in order to create accountability for the financial statements.

In its implementation, each organ of the Company carries out its duties, functions and responsibilities independently for the benefit of the Company in accordance with statutory provisions, the Company's Articles of Association, and other applicable provisions.

Pupuk Kaltim's Corporate Governance structure is divided into 3 (three), namely:

1. Main Organ, including Shareholders, Board of Commissioners, and Board of Directors.
2. Internal Supporting Organs, including the Secretary of the Board of Commissioners, GCG, Nomination, Remuneration, HR Development and Investment Committees, Risk Monitoring Committee under the coordination line of the Board of Commissioners as well as Head of Internal Audit Unit, Corporate Secretary, SVP Governance and Risk Management and other units of the Corporate Organs under the coordination line of the Board of Directors, Integrity and GCG Team, Governance and Compliance Function and Corporate Risk Management Department under the coordination of SVP Governance and Risk Management.
3. External Supporting Organ, namely the External Auditor/Public Accountant which serves to strengthen accountability in the Company's financial statements. The Public Accountant is appointed by the Company's shareholders.

In addition to being based on the Republic of Indonesia Law No. 40 of 2007, in 2024, Pupuk Kaltim has adjusted the governance structure and mechanism based on the latest Minister of SOEs Regulation with No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises. Based on the regulation, Pupuk Kaltim is classified as systemic A with



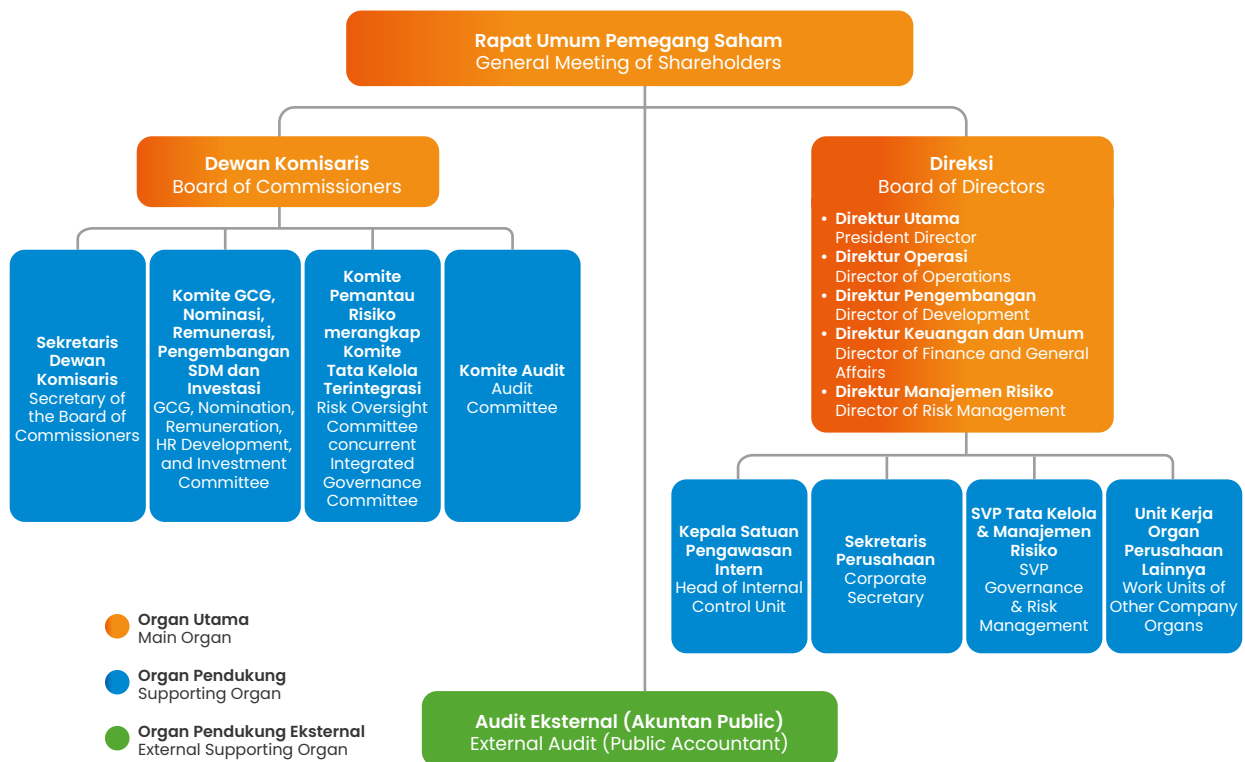
masuk dalam klasifikasi kategori BUMN individu dengan sistemik A. Sebagai tindak lanjut dari peraturan baru tersebut, beberapa penyesuaian yang dilakukan adalah:

1. Pembentukan Direktorat baru yakni Direktorat Manajemen Risiko;
2. Penunjukan Direktur yang membidangi pengelolaan risiko;
3. Pembentukan Kompartemen baru yakni Kompartemen Tata Kelola dan Manajemen Risiko;
4. Pembentukan Komite baru yakni Komite Pemantau Risiko (KPR) yang merangkap sebagai Komite Tata Kelola Terintegrasi (KTKT).

Individual category. As a follow-up to the new regulation, some of the adjustments made are:

1. Establishment of a new Directorate, namely the Directorate of Risk Management;
2. Appointment of Director in charge of risk management;
3. Establishment of a new Compartment, namely the Governance and Risk Management Compartment
4. Establishment of a new Committee, namely the Risk Monitoring Committee (KPR) which doubles as the Integrated Governance Committee (KTKT).

### Struktur Tata Kelola Perusahaan Corporate Governance Structure



Mekanisme atau proses tata kelola ditetapkan untuk memastikan agar penerapan GCG berjalan efektif, yaitu melalui pembagian peran, tugas dan tanggung jawab secara jelas. Penerapan GCG di lingkungan Pupuk Kaltim didukung oleh berbagai kebijakan yang dijadikan pedoman oleh seluruh organisasi di lingkungan Perusahaan. Beberapa hal yang diatur dalam kebijakan meliputi:

1. Hubungan antara Perusahaan dengan Pemegang Saham;
2. Tugas dan fungsi kerja masing-masing Organ Perusahaan;

The Company establishes a mechanism/process for implementing governance to ensure its effectiveness. This is done through a clear division of roles, tasks and responsibilities. The implementation of GCG in Pupuk Kaltim is supported by various policies that are used as guidelines by all levels of the organization. Several matters regulated in the policy include:

1. The relationship between the Company and Shareholders;
2. The duties and functions of each Company Organ;





3. Hubungan antara Perusahaan dengan Pemangku Kepentingan seperti karyawan, masyarakat, vendor, regulator, dan pemasok;
4. Prinsip-prinsip mengenai kebijakan Perusahaan seperti Kebijakan Manajemen Risiko, Teknologi Informasi, Keselamatan dan Kesehatan Kerja, Akuntansi, serta prinsip-prinsip kebijakan Perusahaan lainnya.

3. The relationship between the Company and Stakeholders such as employees, the community, vendors, regulators and suppliers;
4. Principles regarding Company policies such as Risk Management Policy, Information Technology, Occupational Safety and Health, Accounting, and other Company policy principles.

Kebijakan GCG Perusahaan telah memperhatikan perkembangan regulasi dan bisnis Perusahaan. Kebijakan tersebut menjadi bagian yang tidak dapat terpisahkan dalam strategi Perusahaan yang sejalan dengan visi, misi, dan budaya Pupuk Kaltim serta dimutakhirkan secara berkala. *Soft structure* Tata Kelola Perusahaan Pupuk Kaltim terdiri dari:

The Company's GCG Policy has taken into account the development of regulations and the Company's business. The policy is an inseparable part of the Company's strategy that is in line with Pupuk Kaltim's vision, mission and culture and is updated regularly. The soft structure of Pupuk Kaltim's Corporate Governance consists of:

| No. | Nama Pedoman<br>Guideline Name                      | Deskripsi                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----|-----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | Pedoman GCG<br>GCG Guidelines                       | Pedoman GCG memuat prinsip-prinsip GCG dan serangkaian proses yang digunakan segenap Insan Pupuk Kaltim dalam menjalankan aktivitas bisnisnya. Dokumen terdapat pada Surat Keputusan Direksi No. 18/DIR/III.24 tanggal 14 Maret 2024 tentang Penerapan Tata Kelola Perusahaan yang Baik ( <i>Good Corporate Governance</i> ) di PT Pupuk Kalimantan Timur.                                                                                                                                                   | The GCG Guidelines contain GCG principles and a series of processes used by all Pupuk Kaltim personnel in carrying out their business activities. The document is contained in the Decree of the Board of Directors No. 18/DIR/III.24 dated March 14, 2024 concerning the Implementation of Good Corporate Governance at PT Pupuk Kalimantan Timur.                                                                                                                                                                                                                                                                                                          |
| 2   | Pedoman Direksi dan Dewan Komisaris<br>Board Manual | Pedoman Direksi dan Dewan Komisaris, atau <i>Board Manual</i> , memuat komitmen tata kelola hubungan kerja antara Dewan Komisaris dan Direksi di Pupuk Kaltim dengan mengacu pada Anggaran Dasar Pupuk Kaltim dan peraturan perundang-undangan yang berlaku. Dokumen terdapat pada Surat Keputusan Direksi No. 1/KB/DIR-DK/VII.24 dan Keputusan Komisaris No. KEP-01/KB/KOM-PKT/VII.2024 tanggal 31 Juli 2024 tentang Pedoman Dewan Komisaris dan Direksi ( <i>Board Manual</i> ) PT Pupuk Kalimantan Timur. | The Guidelines for the Board of Directors and Board of Commissioners, or Board Manual, contain commitments to the governance of working relations between the Board of Commissioners and the Board of Directors at Pupuk Kaltim with reference to the Articles of Association of Pupuk Kaltim and applicable laws and regulations. The document is contained in the Decree of the Board of Directors No. 1/KB/DIR-DK/VII.24 and the Decree of the Commissioners No. KEP-01/KB/KOM-PKT/VII.2024 dated July 31, 2024 concerning the Guidelines for the Board of Commissioners and the Board of Directors ( <i>Board Manual</i> ) of PT Pupuk Kalimantan Timur. |
| 3   | Pedoman Perilaku<br>Code of Conduct                 | Pedoman Perilaku atau Kode Etik Perusahaan menjabarkan prinsip yang menjadi landasan berperilaku bagi Pupuk Kaltim sebagai korporasi dan segenap Insan Pupuk Kaltim dalam melaksanakan tugas, tanggung jawab, dan kewenangannya masing-masing. Dokumen terdapat pada Surat Keputusan Direksi No. 2/KB/DIR-DK/VIII.24 dan Keputusan Komisaris No. KEP-02/KB/KOM-PKT/VIII.2024 tanggal 9 Agustus 2024 tentang Pedoman Etika dan Perilaku ( <i>Code of Conduct</i> ) di Pupuk Kaltim                            | The Company's Code of Conduct or Code of Ethics outlines the principles that form the basis for behavior for Pupuk Kaltim as a corporation and all Pupuk Kaltim Personnel in carrying out their respective duties, responsibilities, and authorities. The document is contained in the Decree of the Board of Directors No. 2/KB/DIR-DK/VIII.24 and the Decree of the Commissioners No. KEP-02/KB/KOM-PKT/VIII.2024 dated August 9, 2024 concerning the Code of Ethics and Behavior at Pupuk Kaltim.                                                                                                                                                         |



| No. | Nama Pedoman<br>Guideline Name                                                                                                                                                                                     | Deskripsi                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4   | Piagam Komite Audit dan Komite GCG-Manajemen Risiko, Nominasi, Remunerasi, Pengembangan SDM, dan Investasi<br>Charter of Audit Committee and the GCG-Risk Management, Nomination, Remuneration, HR, and Investment | Piagam Komite Audit dan Komite GCG-Manajemen Risiko, Nominasi, Remunerasi, Pengembangan SDM, dan Investasi berisikan tata kerja dan tugas masing-masing komite di bawah Dewan Komisaris agar menjalankan fungsi pengawasan yang kompeten dan independen di Pupuk Kaltim. Dokumen terdapat pada Keputusan Dewan Komisaris No. KEP-09/KOM-PKT/2021 tanggal 16 Februari 2021 tentang Piagam Komite Audit dan No. KEP-11/KOM-PKT/2018 tanggal 2 Agustus 2018 tentang Piagam Komite GRI. | The Audit Committee Charter and the GCG Committee-Risk Management, Nomination, Remuneration, Human Resource Development, and Investment contain the work procedures and duties of each committee under the Board of Commissioners to carry out competent and independent supervisory functions at Pupuk Kaltim. The documents are contained in the Decree of the Board of Commissioners No. KEP-09/KOM-PKT/2021 dated February 16, 2021 concerning the Audit Committee Charter and No. KEP-11/KOM-PKT/2018 dated August 2, 2018 concerning the GRI Committee Charter. |
| 5   | Piagam Satuan Audit Internal<br>Internal Audit Unit Charter                                                                                                                                                        | Piagam Satuan Audit Internal berisikan fungsi, struktur dan kedudukan, tugas dan tanggung jawab, serta kode etik jabatan auditor dalam menjalankan perannya. Piagam ini ditandatangani oleh Kepala Satuan Pengawasan Intern, Direktur Utama dan Komisaris Utama pada 20 Desember 2022.                                                                                                                                                                                              | The Internal Audit Unit Charter contains the functions, structure and position, duties and responsibilities, and code of ethics for the auditor's position in carrying out his/her role. This charter was signed by the Head of the Internal Audit Unit, the President Director and the President Commissioner on December 20, 2022.                                                                                                                                                                                                                                  |
| 6   | Kebijakan dan Pedoman Manajemen Risiko<br>Risk Management Policies and Guidelines                                                                                                                                  | Kebijakan dan Pedoman Manajemen Risiko memuat komitmen, aturan pengelolaan risiko pada seluruh aktivitas usaha, serta peran Manajemen dan seluruh pihak terkait penerapan manajemen risiko dan proses manajemen risiko. Dokumen terdapat pada No. K-SMR-01 tanggal 30 Agustus 2021 tentang Kebijakan Sistem Manajemen Risiko dan P-PKT-25 Revisi 1 tanggal 31 Desember 2024 tentang Pedoman Manajemen Risiko.                                                                       | The Risk Management Policy and Guidelines contain commitments, risk management rules for all business activities, and the roles of Management and all parties related to the implementation of risk management and the risk management process. The document is in No. K-SMR-01 dated August 30, 2021 concerning the Risk Management System Policy and P-PKT-25 Revision 1 dated December 31, 2024 concerning the Risk Management Guidelines.                                                                                                                         |
| 7   | Pedoman Sistem Pengendalian Internal<br>Internal Control System Guidelines                                                                                                                                         | Pedoman Sistem Pengendalian Internal disusun untuk meningkatkan kepatuhan Perusahaan terhadap ketentuan perundang-undangan yang berlaku, menjamin tersedianya laporan keuangan dan laporan manajemen yang benar, lengkap, dan tepat waktu, serta memenuhi efisiensi dan efektivitas dari kegiatan usaha. Dokumen terdapat pada prosedur P-SPI-01 tanggal 26 Februari 2018 tentang Pedoman Sistem Pengendalian Internal Perusahaan.                                                  | The Internal Control System Guidelines are prepared to improve the Company's compliance with applicable laws and regulations, ensure the availability of correct, complete, and timely financial reports and management reports, and meet the efficiency and effectiveness of business activities. The document is in the P-SPI-01 procedure dated February 26, 2018 concerning the Company's Internal Control System Guidelines.                                                                                                                                     |
| 8   | Pedoman Pelaporan Dugaan Pelanggaran<br>Guidelines for Reporting Alleged Violations                                                                                                                                | Pedoman <i>Whistleblowing System</i> (WBS) dimaksudkan sebagai panduan bagi Pupuk Kaltim agar dalam pelaporan dugaan penyimpangan karyawan dan pihak berkepentingan dapat lebih efektif, efisien, dan dapat dipertanggungjawabkan sesuai ketentuan peraturan perundang-undangan yang berlaku. Pupuk Kaltim telah menetapkan Pedoman Pelaporan Dugaan Pelanggaran ( <i>Whistleblowing System</i> ) dengan dokumen No. P-PKT-29 tanggal 10 Mei 2024.                                  | The Whistleblowing System (WBS) Guidelines are intended as a guide for Pupuk Kaltim so that reporting alleged employee and stakeholder irregularities can be more effective, efficient, and accountable in accordance with applicable laws and regulations. Pupuk Kaltim has established Guidelines for Reporting Alleged Violations (Whistleblowing System) with document Number: P-PKT-29 dated May 10, 2024.                                                                                                                                                       |





| No. | Nama Pedoman<br>Guideline Name                                                                          | Deskripsi                                                                                                                                                                                                                                                                                                                                                                                                                                            | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----|---------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 9   | Pedoman Pengendalian Gratifikasi<br>Guidelines for Gratification Control                                | Pedoman ini mengatur pengendalian gratifikasi, di antaranya Insan Pupuk Kaltim dengan pihak ketiga yang terkait dengan kegiatan usaha, meliputi penerimaan, pemberian, dan permintaan gratifikasi, serta unit pengelola dan mekanisme pelaporan. Pedoman Pengendalian Gratifikasi telah dimutakhirkan melalui Surat Keputusan Direksi No. 76/DIR/IX.23 tanggal 26 September 2023 tentang Pedoman Pengendalian Gratifikasi.                           | These guidelines regulate the control of gratification, including Pupuk Kaltim personnel with third parties related to business activities, including receiving, giving, and requesting gratification, as well as management units and reporting mechanisms. The Gratification Control Guidelines have been updated through the Decree of the Board of Directors No. 76/DIR/IX.23 dated September 26, 2023 concerning the Gratification Control Guidelines.            |
| 10  | Pedoman Benturan Kepentingan<br>Conflict of Interest Guidelines                                         | Pedoman Benturan Kepentingan disusun sebagai pedoman bagi Insan Pupuk Kaltim untuk memahami, mencegah, dan menanggulangi benturan kepentingan di lingkungan Perusahaan serta menciptakan lingkungan yang transparan dan akuntabel untuk mendukung terciptanya GCG di lingkungan Perusahaan. Dokumen terdapat pada Surat Keputusan Direksi No. 46/DIR/VII.22 tanggal 22 Juli 2022 tentang Pedoman Penanganan Benturan Kepentingan.                    | The Conflict of Interest Guidelines are prepared as a guideline for Pupuk Kaltim Personnel to understand, prevent, and overcome conflicts of interest in the Company's environment and create a transparent and accountable environment to support the creation of GCG in the Company's environment. The document is contained in the Decree of the Board of Directors No. 46/DIR/VII.22 dated July 22, 2022 concerning Guidelines for Handling Conflicts of Interest. |
| 11  | Pedoman Sistem Pengendalian Fraud<br>( <i>Fraud Control System</i> )<br>Fraud Control System Guidelines | Pedoman Sistem Pengendalian <i>Fraud</i> disusun sebagai dasar, kontrol, dan pencegahan terhadap terjadinya suatu tindakan kejahatan yang merugikan perusahaan secara finansial maupun dapat memengaruhi kinerja operasional perusahaan secara keseluruhan. Dokumen terdapat pada Surat Keputusan Direksi No. 53/DIR/VIII.22 tanggal 16 Agustus 2022 tentang Pedoman Sistem Pengendalian Kecurangan ( <i>Fraud Control System</i> ) di Pupuk Kaltim. | The Fraud Control System Guidelines are prepared as a basis, control, and prevention against the occurrence of a criminal act that is financially detrimental to the company or can affect the company's overall operational performance. The document is contained in the Decree of the Board of Directors No. 53/DIR/VIII.22 dated August 16, 2022 concerning Guidelines for the Fraud Control System at Pupuk Kaltim.                                               |





| No. | Nama Pedoman<br>Guideline Name      | Deskripsi                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 12  | Kebijakan Lainnya<br>Other Policies | <p>Berbagai kebijakan dan prosedur Perusahaan yang senantiasa dilengkapi dan disempurnakan secara terus-menerus serta disesuaikan dengan peraturan perundang-undangan yang berlaku dan terbaru. Kebijakan yang dimiliki oleh Pupuk Kaltim antara lain:</p> <ul style="list-style-type: none"> <li>• Kebijakan Sistem Manajemen Keberlangsungan Usaha;</li> <li>• Kebijakan Sistem Manajemen Kepatuhan;</li> <li>• Kebijakan Sistem Manajemen Anti Penyuapan;</li> <li>• Kebijakan Pelaporan Harta Kekayaan Pejabat;</li> <li>• Kebijakan Teknologi Informasi;</li> <li>• Kebijakan Mutu;</li> <li>• Kebijakan Lingkungan;</li> <li>• Kebijakan Keselamatan dan Kesehatan Kerja;</li> <li>• Kebijakan Kreditur atau Investor;</li> <li>• Kebijakan <i>Corporate Social Responsibility</i>;</li> <li>• Kebijakan <i>Community Development</i>;</li> <li>• Kebijakan Konversi Energi;</li> <li>• Kebijakan Standar Pelayanan Minimum;</li> <li>• Kebijakan Sistem Manajemen Keamanan Informasi;</li> <li>• Kebijakan Sistem Manajemen Pengamanan;</li> <li>• Kebijakan Pengurangan dan Pemanfaatan Limbah Bahan Berbahaya dan Beracun;</li> <li>• Kebijakan Tanggung Jawab Sosial terhadap Tenaga Kerja;</li> <li>• Kebijakan Perusahaan Lainnya.</li> </ul> | <p>Various Company policies and procedures are continuously complemented and improved and adjusted to the applicable and latest laws and regulations. The policies owned by Pupuk Kaltim include:</p> <ul style="list-style-type: none"> <li>• Business Continuity Management System Policy;</li> <li>• Compliance Management System Policy;</li> <li>• Anti-Bribery Management System Policy;</li> <li>• Officials' Wealth Reporting Policy;</li> <li>• Information Technology Policy;</li> <li>• Quality Policy;</li> <li>• Environmental Policy;</li> <li>• Occupational Safety and Health Policy;</li> <li>• Creditor or Investor Policy;</li> <li>• Corporate Social Responsibility Policy;</li> <li>• Community Development Policy;</li> <li>• Energy Conversion Policy;</li> <li>• Minimum Service Standards Policy;</li> <li>• Information Security Management System Policy;</li> <li>• Security Management System Policy;</li> <li>• Hazardous and Toxic Waste Reduction and Utilization Policy;</li> <li>• Social Responsibility Policy towards Workforce;</li> <li>• Other Company Policies.</li> </ul> |

Pupuk Kaltim secara berkala mengevaluasi dan memperbarui kebijakan GCG sebagai respons terhadap kebutuhan dan perkembangan perusahaan, perubahan peraturan perundang-undangan, serta praktik-praktik terbaik dalam penerapan GCG. Evaluasi ini mencakup pemutakhiran kebijakan yang diterapkan untuk memastikan kesesuaian dengan kondisi terkini dan mendorong praktik tata kelola yang optimal sesuai dengan standar industri. Seluruh *soft-structure* penerapan GCG tersebut dipublikasikan dalam portal intranet Pupuk Kaltim dengan alamat [grc.pupukkaltim.com](http://grc.pupukkaltim.com) dan situs web Pupuk Kaltim dengan alamat [www.pupukkaltim.com](http://www.pupukkaltim.com).

### PENANGGUNG JAWAB PENERAPAN GCG DI LINGKUP PUPUK KALTIM

Untuk pengelola penerapan GCG, Perusahaan telah menetapkan Direktur Keuangan dan Umum sebagai penanggung jawab sesuai dengan Surat Keputusan Direksi No. 43/DIR/VII.24 tanggal 23 Juli 2024 tentang Tim Integritas dan GCG di PT Pupuk Kalimantan Timur. Bentuk tanggung jawabnya adalah memastikan bahwa Perusahaan memenuhi Pedoman Penerapan GCG, penyusunan pedoman, memantau dan menjaga kepatuhan agar kegiatan Perusahaan tidak menyimpang dari peraturan perundang-undangan yang berlaku.

Pupuk Kaltim regularly evaluates and updates its GCG policies in response to the Company's evolving needs, regulatory changes, and best practices in corporate governance. This evaluation includes the periodic refinement of policies to ensure alignment with current conditions and to promote optimal governance practices in accordance with industry standards. All soft-structure elements of GCG implementation are published on Pupuk Kaltim's intranet portal at [grc.pupukkaltim.com](http://grc.pupukkaltim.com) and its official website at [www.pupukkaltim.com](http://www.pupukkaltim.com).

### ACCOUNTABILITY FOR GCG IMPLEMENTATION WITHIN PUPUK KALTIM

For the management of GCG implementation, the Company designated the Director of Finance and General Affairs as the officer in charge, in accordance with the Board of Directors Decree No. 43/DIR/VII.24 dated July 23, 2024 concerning the Integrity and GCG Team at PT Pupuk Kalimantan Timur. This responsibility includes ensuring the Company's adherence to the GCG Implementation Guidelines, formulating governance policies, monitoring compliance, and ensuring that the company's activities remain in line with prevailing laws and regulations.





## PENGUATAN GCG TAHUN 2024

Penerapan GCG di semua lini bisnis adalah langkah konkret yang diambil oleh Pupuk Kaltim untuk merealisasikan visi dan misi yang telah ditetapkan. Proses ini melibatkan keputusan strategis dari Dewan Komisaris dan Direksi, yang selalu memperhatikan prinsip-prinsip GCG. Hal ini menandakan komitmen kuat Pupuk Kaltim dalam melindungi kepentingan Pemegang Saham dan para pemangku kepentingan lainnya.

Perkembangan dan kegiatan terkait GCG tahun 2024 antara lain:

1. Pemenuhan penerapan Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN;
2. Pelaksanaan *Surveillance* dan *Drilling Test* Sistem Manajemen Keberlangsungan Usaha berbasis ISO 22301:2019;
3. Pelaksanaan *Surveillance* dan Audit Internal SMAP berbasis ISO 37001:2016;
4. Implementasi Sistem Manajemen Kepatuhan berdasarkan ISO 37301: 2021;
5. Implementasi ISO 37002: 2021 dan integrasi WBS Pupuk Indonesia Group dan bekerja sama dengan KPK RI dan Lembaga Perlindungan Saksi dan Korban (LPSK);
6. Pengembangan Talenta Organ Pengelola Risiko;
7. Pengelolaan GCG dan Manajemen Risiko anak perusahaan dan afiliasi Pupuk Kaltim;
8. Melaksanakan sosialisasi penerapan GCG dan Manajemen Risiko baik secara tatap muka ataupun daring;
9. Pelatihan dan Sertifikasi SDM Bidang Kepatuhan;
10. Pemutakhiran kebijakan, pedoman, dan prosedur terkait Tata Kelola Perusahaan dan Manajemen Risiko.

## SOSIALISASI PENERAPAN GCG

Untuk mengedukasi tentang implementasi *Good Corporate Governance* (GCG) dan sejauh mana perusahaan menerapkannya, Pupuk Kaltim telah menyelenggarakan sejumlah kegiatan sosialisasi, di antaranya:

### Sosialisasi Penerapan GCG Tahun 2024

Dissemination of GCG Implementation in 2024

| No | Tanggal<br>Date                     | Program                                                                                                                                                                                | Peserta<br>Participants                                    |
|----|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|
| 1  | 5 Januari 2024<br>January 5, 2024   | Klinikal <i>Opportunity for Improvement</i> (OFI) Sistem Manajemen Anti Penyuapan (SMAP)<br>Clinical <i>Opportunity for Improvement</i> (OFI) on Anti-Bribery Management System (ABMS) | Karyawan Unit Kerja Terkait<br>Related Work Unit Employees |
| 2  | 11 Januari 2024<br>January 11, 2024 | <i>Workshop</i> Pengisian bersama E-LHKPN Pupuk Kaltim<br>Workshop on joint filling of E-LHKPN Pupuk Kaltim                                                                            | Wajib Lapor Pupuk Kaltim<br>Pupuk Kaltim Mandatory Report  |

## STRENGTHENING GCG IN 2024

The implementation of GCG across all business lines is a concrete step taken by Pupuk Kaltim to realise its established vision and mission. This process involves strategic decision-making by the Board of Commissioners and the Board of Directors, consistently guided by GCG principles. Such efforts underscore Pupuk Kaltim's strong commitment to safeguarding the interests of shareholders and other stakeholders.

Key developments and initiatives related to GCG in 2024 include:

1. Compliance with the implementation of Ministry of SOEs Regulation No. PER-2/MBU/03/2023 on Corporate Governance Guidelines and Significant Corporate Activities for State-Owned Enterprises;
2. Execution of *Surveillance* and *Drilling Tests* for the Business Continuity Management System based on ISO 22301:2019;
3. Implementation of *Surveillance* and Internal Audits for the Anti-Bribery Management System (ABMS) based on ISO 37001:2016;
4. Implementation of Compliance Management System based on ISO 37301: 2021;
5. Implementation of ISO 37002: 2021 and integration of WBS Pupuk Indonesia Group and in collaboration with the Corruption Eradication Commission of the Republic of Indonesia and the Witness and Victim Protection Agency (LPSK);
6. Development of Talents of Risk Management Organs;
7. Management of GCG and Risk Management of subsidiaries and affiliates of Pupuk Kaltim;
8. Implementing socialization of GCG and Risk Management implementation both face-to-face and online;
9. Training and Certification of Compliance HR;
10. Updating policies, guidelines, and procedures related to Corporate Governance and Risk Management.

## GCG AWARENESS AND DISSEMINATION

To educate stakeholders on the implementation of Good Corporate Governance (GCG) and the extent of its application within the company, Pupuk Kaltim has undertaken various awareness initiatives, including:

| No | Tanggal<br>Date                       | Program                                                                                                                                                                                                                                                                                                                                                                                                                         | Peserta<br>Participants                                                 |
|----|---------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|
| 3  | 12 Januari 2024<br>January 12, 2024   | Klinikal dan <i>Monitoring</i> Peraturan, perundangan dan Persyaratan Lainnya kepada Unit Kerja<br>Clinical and Monitoring of Rules, Regulations and Other Requirements to Work Units                                                                                                                                                                                                                                           | Karyawan Unit Kerja Terkait<br>Related Work Unit Employees              |
| 4  | 16 Januari 2024<br>January 16, 2024   | Sosialisasi Sistem Manajemen Kepatuhan (SMK) ISO 37301: 2021<br>Socialization of Compliance Management System (CMS) ISO 37301: 2021                                                                                                                                                                                                                                                                                             | Insan Pupuk Kaltim dan Tim SMK<br>Pupuk Kaltim Employees and SMK Team   |
| 5  | 19 Januari 2024<br>January 19, 2024   | Webinar Penerapan Kode Etik Perusahaan dan Penandatanganan Elektronik Pakta Integritas (EPI) 2024<br>Webinar on the Implementation of the Company's Code of Ethics and the Signing of the Electronic Integrity Pact (EPI) 2024                                                                                                                                                                                                  | Insan Pupuk Kaltim<br>Pupuk Kaltim Employees                            |
| 6  | 26 Januari 2024<br>January 26, 2024   | Internalisasi Pelaporan LHKPN Tahun 2023 tema "Peningkatan Transparansi Akuntabilitas dan Akurasi Pelaporan LHKPN untuk Mewujudkan SDM Pupuk Indonesia Group yang Unggul dan Bebas dari Korupsi"<br>Internalization of LHKPN Reporting for the Year 2023 with the theme "Increasing Transparency Accountability and Accuracy of LHKPN Reporting to Realize Pupuk Indonesia Group HR that is Excellent and Free from Corruption" | Wajib Lapor PI Group<br>Mandatory Reporters of PI Group                 |
| 7  | 1 Maret 2024<br>March 1, 2024         | Sosialisasi Penerapan GCG di Pupuk Kaltim dengan tema "Bermain Bersama Ber-GCG Ria"<br>Socialization of GCG Implementation at Pupuk Kaltim with the theme "Playing Together with GCG"                                                                                                                                                                                                                                           | Karyawan Non Organik<br>Non-Organic Employees                           |
| 8  | 14 Maret 2024<br>March 14, 2024       | Sosialisasi Asesmen GCG dan Klinikal SIAP GCG<br>Socialization of GCG Assessment and SIAP GCG Clinical                                                                                                                                                                                                                                                                                                                          | Karyawan Unit Kerja Terkait<br>Related Work Unit Employees              |
| 9  | 15 Maret 2024<br>March 15, 2024       | Sosialisasi GCG dan Gratifikasi Departemen Pengadaan Jasa<br>Socialization on GCG and Gratification of Services Procurement Department                                                                                                                                                                                                                                                                                          | Karyawan Pengadaan Jasa<br>Service Procurement Employees                |
| 10 | 21-27 Maret 2024<br>March 21-27, 2024 | Klinikal Risiko <i>Fraud</i> dan Risiko Penyuapan<br>Clinical on Fraud Risk and Bribery Risk                                                                                                                                                                                                                                                                                                                                    | Karyawan Unit Kerja Terkait<br>Related Work Unit Employees              |
| 11 | 23 April 2024<br>April 23, 2024       | Sosialisasi <i>Awareness</i> Sistem Manajemen Anti Penyuapan ISO 37001:2016<br>Awareness Socialization of ISO 37001:2016 Anti-Bribery Management System                                                                                                                                                                                                                                                                         | Insan Pupuk Kaltim dan Tim SMAP<br>Pupuk Kaltim Employees and ABMS Team |
| 12 | 7 Mei 2024<br>May 7, 2024             | <i>Emerging Leader Talk</i> (ELT): Lapor GRC Pak!<br>Emerging Leader Talk (ELT): Lapor GRC, Pak!                                                                                                                                                                                                                                                                                                                                | Insan Pupuk Kaltim<br>Pupuk Kaltim Employees                            |
| 13 | 10-27 Juni 2024<br>June 10-27, 2024   | Sosialisasi GCG kepada Distributor melalui Acara <i>Closer to Salesforce &amp; Stakeholder</i><br>GCG Socialization to Distributors through Closer to Salesforce & Stakeholder Event                                                                                                                                                                                                                                            | <i>Stakeholders</i> Eksternal<br>External Stakeholders                  |
| 14 | 12 Juli 2024<br>July 12, 2024         | Klinikal dan Monitoring Peraturan, Perundangan, dan Persyaratan Lainnya kepada Unit Kerja<br>Clinical and Monitoring of Rules, Regulations, and Other Requirements to Work Units                                                                                                                                                                                                                                                | Karyawan Unit Kerja Terkait<br>Related Work Unit Employees              |
| 15 | 19 Juli 2024<br>July 19, 2024         | Sosialisasi dan Pelatihan <i>Fundamental Governance Risk &amp; Compliance</i><br>Socialization and Training on Fundamental Governance Risk & Compliance                                                                                                                                                                                                                                                                         | <i>Stakeholders</i> Eksternal<br>External Stakeholders                  |
| 16 | 19 Agustus 2024<br>August 19, 2024    | Sosialisasi <i>Onboarding</i> Rekrutmen Bersama BUMN 2024<br>Socialization of SOE 2024 Joint Recruitment Onboarding                                                                                                                                                                                                                                                                                                             | Karyawan Baru<br>New Employees                                          |





| No | Tanggal<br>Date                         | Program                                                                                                                                                                                                                                                                                                                                                                                                                   | Peserta<br>Participants                                                                                              |
|----|-----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| 17 | 26 Agustus 2024<br>August 26, 2024      | Internalisasi WBS Terintegrasi Pupuk Indonesia Group<br>"Membangun Bisnis yang Berkelanjutan Dimulai dengan Pencegahan dan Pendeteksian <i>Fraud</i> melalui Optimalisasi <i>Whistleblowing System</i> Terintegrasi"<br>Internalization of Pupuk Indonesia Group's Integrated WBS 'Building a Sustainable Business Starting with Fraud Prevention and Detection through Optimization of Integrated Whistleblowing System" | Insan Pupuk Kaltim, Vendor, dan Mitra Bisnis<br>Pupuk Kaltim Employees, Vendors, and Business Partners               |
| 18 | 29 Agustus 2024<br>August 29, 2024      | Sosialisasi terkait Kode Etik Pemasok dan WBS pada Vendor <i>Gathering</i> 2024<br>Socialization related to Supplier Code of Ethics and WBS at Vendor Gathering 2024                                                                                                                                                                                                                                                      | Vendor Pupuk Kaltim<br>Pupuk Kaltim Vendors                                                                          |
| 19 | 27 September 2024<br>September 27, 2024 | Sosialisasi GCG, Gratifikasi, Kode Etik, Benturan Kepentingan dan WBS Departemen Pengadaan Jasa dan Barang<br>Socialization of GCG, Gratification, Code of Ethics, Conflict of Interest and WBS Department of Procurement of Services and Goods                                                                                                                                                                           | Karyawan Pengadaan Barang dan Jasa<br>Goods and Services Procurement Employees                                       |
| 20 | 8 Oktober 2024<br>October 8, 2024       | Penguatan Peran BUMD dan BLUD bagi Pembangunan Daerah: " <i>Best Practice</i> Penerapan GCG dan Manajemen Risiko pada Badan Usaha"<br>Strengthening the Role of BUMD and BLUD for Regional Development: "Best Practice of GCG Implementation and Risk Management in Business Entities"                                                                                                                                    | BUMD dan Badan Usaha Kaltim<br>BUMD and East Kalimantan Business Entity                                              |
| 21 | 11 Desember 2024<br>December 11, 2024   | Sosialisasi Hari Antikorupsi Sedunia (HAKORDIA) PI Group<br>Socialization of World Anti-Corruption Day (HAKORDIA) PI Group                                                                                                                                                                                                                                                                                                | Insan PI Group<br>PI Group Employees                                                                                 |
| 22 | 12 Desember 2024<br>December 12, 2024   | Sosialisasi Hari Antikorupsi Sedunia (HAKORDIA) Pupuk Kaltim<br>Socialization of World Anti-Corruption Day (HAKORDIA) Pupuk Kaltim                                                                                                                                                                                                                                                                                        | Peserta HAKORDIA (Internal dan Eksternal) Pupuk Kaltim<br>HAKORDIA Participants (internal and external) Pupuk Kaltim |
| 23 | 17 Desember 2024<br>December 17, 2024   | Sosialisasi GCG, Gratifikasi, Kode Etik, Benturan Kepentingan dan WBS Departemen Laboratorium<br>Socialization of GCG, Gratification, Code of Ethics, Conflict of Interest and WBS Laboratory Department                                                                                                                                                                                                                  | Karyawan Departemen Laboratorium<br>Laboratory Department Employees                                                  |
| 24 | 18 Desember 2024<br>December 18, 2024   | Sosialisasi GCG, Gratifikasi, Kode Etik, Benturan Kepentingan, dan WBS di PT YUM<br>Socialization of GCG, Gratification, Code of Ethics, Conflict of Interest, and WBS at PT YUM                                                                                                                                                                                                                                          | Karyawan PT YUM<br>PT YUM Employees                                                                                  |

Pupuk Kaltim terus berupaya mengintegrasikan nilai-nilai *Good Corporate Governance* (GCG) melalui internalisasi yang proaktif. Pendekatan ini mencakup sosialisasi melalui surel kepada seluruh karyawan, maupun publikasi pada *website* Perusahaan yang dapat dilihat dan diunduh dengan mudah oleh karyawan maupun Pemangku Kepentingan.

### PENGHARGAAN ASPEK TATA KELOLA PERUSAHAAN

Penghargaan yang diterima oleh Perusahaan dari pihak eksternal menandai pengakuan terhadap kesuksesan implementasi *Good Corporate Governance* (GCG). Sepanjang tahun 2024, rincian penghargaan tersebut adalah:

Pupuk Kaltim consistently endeavors to integrate Good Corporate Governance (GCG) values through proactive internalization. This approach includes disseminating information via e-mail to all employees and publishing it on the Company's website, ensuring easy access for employees and stakeholders to view and download the materials.

### CORPORATE GOVERNANCE ASPECT AWARDS

Awards received by the Company from external parties mark recognition of the success of Good Corporate Governance (GCG) implementation. Throughout 2024, the details of the awards are:



1. Meraih 3 penghargaan dengan predikat 2 *Four Star Award* & 1 *Three Star Award* dan *Best Productivity* dalam Asia Pacific Quality Organization (APQO) 2024 pada tanggal 7 Oktober 2024.
2. Meraih Juara 1 Kategori Perusahaan Non Go Publik Non Keuangan dalam *Annual Report Award* 2023 pada 7 Oktober 2024.
3. Meraih penghargaan Platinum dalam Asia Sustainability Reporting Rating (ASRRAT) 2024 pada 24 November 2024.
4. Meraih *Gold Star Award* untuk Perusahaan Non Emiten dalam ESG Awards pada 26 November 2024.
5. Meraih 2 Platinum dan 3 *Gold* dalam Indonesian Sustainable Development Goals Awards (ISDA) 2024 pada 2 Desember 2024.
6. Meraih predikat "*The Most Trusted Company*" pada penilaian CGPI 2024 oleh Indonesian Institute of Corporate Governance (IICG) pada 25 November 2024.

### HASIL TATA KELOLA: PENILAIAN, EVALUASI, DAN PEMANTAUAN PENERAPAN GCG

Untuk dapat memantau sejauh apa penerapan GCG di lingkup Pupuk Kaltim dapat berjalan sesuai dengan harapan, Perusahaan melakukan penilaian penerapan GCG melalui 4 (empat) model penilaian.

#### Model Penilaian Penerapan GCG

GCG Implementation Assessment Model

**Penilaian Penerapan GCG berdasarkan Arahan Pemegang Saham**  
Assessment of GCG Implementation based on Shareholders' Directives

**Self-Assessment Penerapan Rekomendasi dan Panduan PUGKI**  
Self-Assessment of Implementation of PUGKI Recommendations and Guidelines

**Penilaian ASEAN Corporate Governance Scorecard (ACGS)**  
Assessment of ASEAN Corporate Governance Scorecard (ACGS)

**Penilaian Corporate Governance Perception Index (CGPI)**  
Assessment of Corporate Governance Perception Index (CGPI)

#### Penilaian Penerapan GCG berdasarkan Arahan Pemegang Saham

Sebagai bagian dari *Holding* BUMN Pupuk Indonesia, penilaian penerapan GCG di lingkup Perusahaan dilakukan dengan mengacu pada peraturan atau keputusan Kementerian BUMN, sebagaimana terakhir diubah melalui Peraturan Menteri BUMN Republik Indonesia (RI) No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.

Adapun terkait indikator penilaian, sebelumnya Perusahaan mengacu pada Surat Keputusan Sekretaris Kementerian BUMN RI No. SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara,

1. Won 3 awards with the title of 2 *Four Star Awards* & 1 *Three Star Award* and *Best Productivity* in the Asia Pacific Quality Organization (APQO) 2024 on October 7, 2024.
2. Won 1<sup>st</sup> Place in the Non-Financial Non-Public Company Category in the *Annual Report Award* 2023 on October 7, 2024.
3. Won Platinum in Asia Sustainability Reporting Rating (ASRRAT) on November 24, 2024.
4. Won the *Gold Star Award* for Non-Issuing Companies in the ESG Awards on November 26, 2024.
5. Won 2 Platinum and 3 *Gold* in the Indonesian Sustainable Development Goals Awards (ISDA) 2024 on December 2, 2024.
6. Won the title of "*The Most Trusted Company*" in the CGPI 2024 assessment by the Indonesian Institute of Corporate Governance (IICG) on November 25, 2024.

### GOVERNANCE RESULTS: ASSESSMENT, EVALUATION, AND MONITORING OF GCG IMPLEMENTATION

To be able to monitor the extent to which The implementation of GCG within Pupuk Kaltim can run according to expectations. The Company assesses the implementation of GCG through 4 (four) assessment models.

#### Assessment of GCG Implementation Based on Shareholder Directives

As part of the State-Owned Enterprise (SOE) Holding under Pupuk Indonesia, the assessment of GCG implementation within the Company is conducted by referring to regulations or decrees issued by the Ministry of SOEs. The latest amendment is outlined in the Regulation of the Minister of SOEs of the Republic of Indonesia (RI) No. PER-2/MBU/03/2023 concerning Governance Guidelines and Significant Corporate Activities for State-Owned Enterprises.

Regarding the assessment indicators, previously the Company referred to the Decree of the Secretary of the Ministry of SOEs of the Republic of Indonesia No. SK-16/S.MBU/2012 dated June 6, 2012 concerning Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in State-





yang kemudian dicabut berdasarkan Salinan Keputusan Sekretaris Kementerian BUMN RI No. SK-12/S.MBU/08/2023 tanggal 16 Agustus 2023, tentang Pencabutan Keputusan Sekretaris Kementerian Badan Usaha Milik Negara No. SK-16/S.MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara. Sehubungan hal tersebut, PT Pupuk Indonesia (Persero) menerbitkan Surat No. 25402/A/MR/D0201/ET/2024 Perihal Percepatan Pelaporan Monitoring Tindak Lanjut Rekomendasi Penilaian Penerapan GCG Pupuk Indonesia Group. Sehingga merujuk pada surat tersebut, pelaksanaan penilaian dan evaluasi GCG khususnya di Pupuk Indonesia Group tahun 2024 digantikan dengan Laporan Monitoring Tindak Lanjut Rekomendasi Hasil Penilaian Penerapan GCG PT Pupuk Kalimantan Timur tahun 2023 yang dikirimkan kepada Direksi melalui surat No. 36742/D/MR/D11400/IT/2024 dan Pupuk Indonesia melalui surat No. 12610/D/MR/D11400/ET/2024 pada tanggal 28 Agustus 2024.

Adapun terakhir, Perusahaan telah melaksanakan asesmen GCG untuk tahun buku 2022, yang berlangsung dari 23 Desember 2022 sampai dengan 2 Maret 2023. Pelaksanaan asesmen GCG tahun buku 2022 tersebut dilaksanakan oleh tim konsultan eksternal dari PT Sinergi Daya Prima melalui pengadaan bersama Pupuk Indonesia Group, dengan capaian sebagaimana terlampir di bawah ini.

Owned Enterprises, which was later revoked based on a Copy of the Decree of the Secretary of the Ministry of SOEs of the Republic of Indonesia No. SK-12/S.MBU/08/2023 dated August 16, 2023, concerning the Revocation of the Decree of the Secretary of the Ministry of State-Owned Enterprises No. SK-16/S.MBU/2012 concerning Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in State-Owned Enterprises. In this regard, PT Pupuk Indonesia (Persero) issued Letter No. 25402/A/MR/D0201/ET/2024 Concerning Acceleration of Reporting Monitoring of Follow-up Recommendations for the Assessment of the Implementation of GCG Pupuk Indonesia Group. So referring to the letter, the implementation of the GCG assessment and evaluation, especially in the Pupuk Indonesia Group in 2024, was replaced with the Follow-up Monitoring Report on the Recommendations for the Results of the GCG Implementation Assessment of PT Pupuk Kalimantan Timur in 2023 which was sent to the Board of Directors No. 36742/D/MR/D11400/IT/2024 and Pupuk Indonesia No. 12610/D/MR/D11400/ET/2024 on August 28, 2024.

Most recently, the Company conducted a GCG assessment for the 2022 fiscal year, which took place from December 23, 2022 to March 2, 2023. This assessment was carried out by an external consulting team from PT Sinergi Daya Prima through a joint procurement process with Pupuk Indonesia Group, with the results detailed below.

### Capaian Skor GCG Pupuk Kaltim Periode Tahun Buku 2022

Pupuk Kaltim GCG Score Achievement for the 2022 Fiscal Year Period

| Aspek Pengujian<br>Assessment Aspect                                                                                   | Bobot<br>Weight | 2022          |                                      |
|------------------------------------------------------------------------------------------------------------------------|-----------------|---------------|--------------------------------------|
|                                                                                                                        |                 | Skor<br>Score | Capaian<br>Achievement               |
| I. Komitmen terhadap Penerapan Tata Kelola secara Berkelanjutan<br>Commitment to Sustainable Governance Implementation | 7,000           | 6,837         | 97,67                                |
| II. Pemegang Saham dan RUPS<br>Shareholders and GSM                                                                    | 9,000           | 8,765         | 97,39                                |
| III. Dewan Komisaris<br>Board of Commissioners                                                                         | 35,000          | 33,783        | 96,52                                |
| IV. Direksi<br>Board of Directors                                                                                      | 35,000          | 32,883        | 93,95                                |
| V. Pengungkapan Informasi dan Transparansi<br>Information Disclosure and Transparency                                  | 9,000           | 8,633         | 95,2                                 |
| VI. Aspek Lainnya<br>Other Aspects                                                                                     | 5,000           | 4,643         | 92,86                                |
| <b>Skor Keseluruhan<br/>Total Scores</b>                                                                               | <b>100,000</b>  | <b>95,544</b> | <b>"Sangat Baik"<br/>"Very Good"</b> |

Hasil penilaian tersebut menunjukkan adanya konsistensi dalam pengembangan penerapan GCG di lingkungan Perusahaan. Pupuk Kaltim senantiasa memerhatikan etika

The assessment results indicate consistency in the development of GCG implementation within the Company. Pupuk Kaltim remains committed to upholding



bisnis serta mengungkapkan data/informasi yang materiil dan relevan secara transparan, akurat, terpercaya, dan tepat waktu.

Berdasarkan penilaian penerapan GCG tahun buku 2022, terdapat beberapa rekomendasi yang menjadi dasar untuk melakukan perbaikan peningkatan GCG, dan telah dilakukan upaya tindak lanjut di sepanjang tahun 2024.

business ethics and disclosing material and relevant data/information in a transparent, accurate, reliable, and timely manner.

Based on the GCG implementation assessment for the 2022 fiscal year, several recommendations were identified as the foundation for enhancing GCG practices. Follow-up actions have been undertaken throughout 2024 to address these recommendations.

| No.                                                                                                                                                     | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Status | Hasil/Proses Tindak Lanjut Hingga Akhir Tahun 2024<br>Result/Process of Follow-up by the End of 2024                                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Aspek I: Komitmen terhadap Penerapan Tata Kelola Secara Berkelanjutan</b><br><b>Aspect I: Commitment to Sustainable Implementation of Governance</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 1                                                                                                                                                       | Mengesahkan <i>draft</i> Pedoman Tata Kelola Perusahaan yang Baik.<br><br>Approve the draft Good Corporate Governance Guidelines.                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | ✓      | Telah disahkan Pedoman Tata Kelola Perusahaan yang Baik dengan Surat Keputusan Direksi No. 18/DIR/III.24 tanggal 14 Maret 2024.<br>The Good Corporate Governance Guidelines have been approved with Directors' Decree No. 18/DIR/III.24 dated March 14, 2024.                                                                                                                                                                                                                                              |
| 2                                                                                                                                                       | Mengesahkan <i>draft Board Manual</i> .<br><br>Approve the draft Board Manual.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | ✓      | Telah disahkan Pedoman Dewan Komisaris dan Direksi ( <i>Board Manual</i> ) PT Pupuk Kalimantan Timur dengan Surat Keputusan Direksi No. 1/KB/DIR-DK/VII.24 dan Keputusan Komisaris No. KEP-01/KB/KOM-PKT/VII.2024 tanggal 31 Juli 2024.<br>The Guidelines for the Board of Commissioners and Directors ( <i>Board Manual</i> ) of PT Pupuk Kalimantan Timur have been approved with Directors' Decree No. 1/KB/DIR-DK/VII.24 and Commissioner's Decree No. KEP-01/KB/KOM-PKT/VII.2024 dated July 31, 2024. |
| 3                                                                                                                                                       | Melengkapi tugas dan kewenangan UPG dengan tugas untuk melakukan pemeliharaan barang Gratifikasi sampai dengan adanya penetapan status barang tersebut sesuai dengan Peraturan Komisi Pemberantasan Korupsi Republik Indonesia November 2019 tentang Pelaporan Gratifikasi Pasal 27.<br>Complete the duties and authority of the UPG with the task of maintaining Gratification goods until the status of the goods is determined in accordance with the Regulation of the Corruption Eradication Commission of the Republic of Indonesia November 2019 concerning Gratification Reporting Article 27. | ✓      | Telah disahkan Pedoman Pengendalian Gratifikasi PT Pupuk Kalimantan Timur dengan SKD No. 76/DIR/IX.23 tanggal 26 September 2023.<br><br>PT Pupuk Kalimantan Timur's Gratification Control Guidelines have been approved with SKD No. 76/DIR/IX.23 dated September 26, 2023.                                                                                                                                                                                                                                |
| 4                                                                                                                                                       | Mengesahkan <i>draft</i> Pedoman Pelaporan Dugaan Pelanggaran ( <i>Whistleblowing System</i> ).<br><br>Approved the draft Guidelines for Whistleblowing System.                                                                                                                                                                                                                                                                                                                                                                                                                                        | ✓      | Telah disahkan Pedoman Pelaporan Dugaan Pelanggaran ( <i>Whistleblowing System</i> ) PT Pupuk Kalimantan Timur dengan SKD No. 38/DIR/V.23 tanggal 26 Mei 2023.<br>The Whistleblowing System of PT Pupuk Kalimantan Timur has been approved with SKD No. 38/DIR/V.23 dated May 26, 2023.                                                                                                                                                                                                                    |
| <b>Aspek II: Pemegang Saham</b><br><b>Aspect II: Stakeholders</b>                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 1                                                                                                                                                       | Menetapkan jumlah maksimum jabatan anggota Dewan Komisaris yang boleh dirangkap oleh setiap anggota Dewan Komisaris Perusahaan.<br>Determining the maximum number of Board of Commissioners positions that may be held concurrently by each member of the Company's Board of Commissioners.                                                                                                                                                                                                                                                                                                            | ✓      | Telah di konfirmasi ke Pupuk Indonesia bahwa rekomendasi tersebut <i>not applicable</i> .<br><br>It has been confirmed to Pupuk Indonesia that the recommendation is not applicable.                                                                                                                                                                                                                                                                                                                       |





| No. | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Status | Hasil/Proses Tindak Lanjut Hingga Akhir Tahun 2024<br>Result/Process of Follow-up by the End of 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2   | Memastikan pengesahan KPI Individu Direksi sesuai dengan ketentuan Peraturan Menteri BUMN RI No. PER-11/MBU/11/2020 tanggal 12 November 2020 tentang Kontrak Manajemen Tahunan Direksi BUMN dan Pedoman Pengelolaan <i>Key Performance Indicators</i> (KPI) PT Pupuk Indonesia (Persero) Group.<br>Ensure the ratification of the KPI of Individual Directors in accordance with the provisions of the Regulation of the Minister of SOEs of the Republic of Indonesia No. PER-11/MBU/11/2020 dated November 12, 2020 concerning the Annual Management Contract of Directors of SOEs and Guidelines for the Management of Key Performance Indicators (KPI) of PT Pupuk Indonesia (Persero) Group. | ✓      | Telah disahkan KPI Individu Direksi PT Pupuk Kalimantan Timur oleh Dewan Komisaris PT Pupuk Kalimantan Timur dan telah disampaikan pada pemegang saham PT Pupuk Indonesia (Persero).<br><br>The KPI of Individual Directors of PT Pupuk Kalimantan Timur has been approved by the Board of Commissioners of PT Pupuk Kalimantan Timur and has been submitted to the shareholders of PT Pupuk Indonesia (Persero).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 3   | Mencantumkan hasil penilaian kinerja Direksi secara Individu dalam keputusan RUPS.<br>Include the results of the individual performance assessment of the Board of Directors in the GMS decisions.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | ✓      | Telah dicantumkan Penilaian Kinerja Direksi (Individu) di dalam materi keputusan RUPS.<br>The Board of Directors' Performance Assessment (Individual) has been included in the GMS decision materials.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 4   | Memastikan Dewan Komisaris menindaklanjuti hasil keputusan RUPS terkait penunjukan Kantor Akuntan Publik.<br><br>Ensure that the Board of Commissioners follows up on the results of the GMS decisions regarding the appointment of a Public Accounting Firm.                                                                                                                                                                                                                                                                                                                                                                                                                                     | ✓      | Penetapan KAP dilaksanakan Dewan Komisaris Pupuk Kaltim dengan merujuk pada:<br>1. Risalah RUPS Kinerja Pupuk Kaltim Tahun Buku 2021;<br>2. Kesepakatan Bersama Dewan Komisaris PT Pupuk Indonesia (Persero) dan Anak Perusahaan PT Pupuk Indonesia (Persero);<br>3. Berita Acara Klarifikasi dan Negosiasi Pengadaan Jasa Akuntan Publik PT Pupuk Indonesia (Persero) Group Tahun Buku 2022 pada tanggal 5 dan 8 September 2022.<br><br>The determination of KAP is carried out by the Board of Commissioners of Pupuk Kaltim by referring to:<br>1. Minutes of the GMS of Pupuk Kaltim Performance for the 2021 Fiscal Year;<br>2. Joint Agreement of the Board of Commissioners of PT Pupuk Indonesia (Persero) and its Subsidiary PT Pupuk Indonesia (Persero);<br>3. Minutes of Clarification and Negotiation for the Procurement of Public Accounting Services of PT Pupuk Indonesia (Persero) Group for the 2022 Fiscal Year on September 5 and 8, 2022. |

**Aspek III: Dewan Komisaris****Aspect III: Board of Commissioners**

|   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |   |                                                                                                                                                                                                                                                                                                                                                               |
|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Mengkaji kembali kebijakan Tata Kelola Perusahaan yang Baik Dewan Komisaris terkait pengaturan penyampaian Laporan Manajemen Triwulanan, Tahunan, dan Laporan Tahunan kepada Dewan Komisaris.<br>Review the Board of Commissioners' Good Corporate Governance policy regarding the provisions for submitting Quarterly and Annual Management Reports and Annual Reports to the Board of Commissioners.                                                                             | ✓ | Dewan Komisaris telah menyampaikan tanggapan atas Laporan Kinerja Perusahaan Tahun 2022 melalui surat dengan No. 075/DK/TR/DPKT01/ET/2023.<br><br>The Board of Commissioners has submitted a response to the Company's 2022 Performance Report through letter No. 075/DK/TR/DPKT01/ET/2023.                                                                   |
| 2 | Memberikan pendapat dan saran kepada RUPS mengenai Rencana Jangka Panjang Perusahaan mengenai alasan Dewan Komisaris menandatangani RJPP sebagaimana ketentuan dalam Anggaran Dasar Perusahaan Pasal 15 ayat (2.b) butir 3.<br>Provide opinions and suggestions to the GMS regarding the Company's Long-Term Plan regarding the reasons for the Board of Commissioners to sign the RJPP as stipulated in the Company's Articles of Association Article 15 paragraph (2.b) point 3. | ✓ | Hingga akhir 2024 belum ada pengajuan RJPP kepada Dewan Komisaris. Perubahan RJPP masih dalam proses penyusunan, yang ditargetkan akan disampaikan di 2025.<br><br>Until the end of 2024, there was no RJPP submission to the Board of Commissioners. The RJPP amendment is still in the process of being drafted, which is targeted to be submitted in 2025. |



| No. | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Status | Hasil/Proses Tindak Lanjut Hingga Akhir Tahun 2024<br>Result/Process of Follow-up by the End of 2024                                                                                                                                                                                                                                                                                                                                                                                             |
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| 3   | Memastikan Dewan Komisaris telah menerima surat dari Pemegang Saham, sehingga dapat menindaklanjuti surat tersebut dengan memberikan persetujuan atas rancangan RKAP yang disampaikan Direksi Perusahaan sesuai batas waktu yang ditetapkan Pemegang Saham.<br>Ensure that the Board of Commissioners has received a letter from the Shareholders, so that it can follow up on the letter by providing approval for the draft RKAP submitted by the Company's Board of Directors within the time limit set by the Shareholders. | ✓      | Dewan Komisaris memberikan tanggapan atas Rancangan RKAP Pupuk Kaltim Tahun 2023 sesuai surat No. 015/DK/KU/DPKT01/ET/2023 tanggal 26 Januari 2023.<br><br>The Board of Commissioners responded to the Draft RKAP of Pupuk Kaltim for 2023 in accordance with letter No. 015/DK/KU/DPKT01/ET/2023 dated January 26, 2023.                                                                                                                                                                        |
| 4   | Menindaklanjuti hasil keputusan RUPS yang mendelegasikan kewenangan terkait penunjukan KAP dan penetapan imbal jasa audit serta melaporkannya kepada Pemegang Saham.<br>Following up on the results of the GMS decisions that delegate authority related to the appointment of KAP and determination of audit fees and reporting them to Shareholders.                                                                                                                                                                          | ✓      | Dewan Komisaris telah menyampaikan surat kepada Pemegang Saham terkait Penunjukan Kantor Akuntan Publik (KAP) Tanudiredja, Wibisana, Rintis & Rekan surat 152/DK/PA/DPKT01/ET/2023 tanggal 10 Oktober 2023.<br>The Board of Commissioners has submitted a letter to the Shareholders regarding the Appointment of Public Accountant Firm (KAP) Tanudiredja, Wibisana, Rintis & Rekan letter 152/DK/PA/DPKT01/ET/2023 dated October 10, 2023.                                                     |
| 5   | Melengkapi <i>draft Board Manual</i> dalam hal Dewan Komisaris mengusulkan calon anggota Direksi kepada Pemegang Saham dan juga dalam hal usulan tersebut dilakukan oleh Pemegang Saham.<br>Complete the draft Board Manual in the event that the Board of Commissioners proposes candidates for the Board of Directors to the Shareholders and also in the event that the proposal is made by the Shareholders.                                                                                                                | ✓      | Dewan Komisaris telah menindaklanjuti dengan dikirimnya surat No. 102/DK/TAPI/TR/DPKT01/ET/2023 Tanggal 5 Juli 2023 Perihal Tindak Lanjut Konsep SK bersama tentang Pedoman Dewan Komisaris dan Direksi ( <i>Board Manual</i> ).<br>The Board of Commissioners has followed up by sending letter No. 102/DK/TAPI/TR/DPKT01/ET/2023 Dated July 5, 2023 Regarding Follow-up on the Draft of a Joint Decree on the Guidelines for the Board of Commissioners and Directors ( <i>Board Manual</i> ). |
| 6   | Melakukan <i>review</i> terhadap usulan KPI Individu Direksi yang disampaikan Direksi dan memberikan persetujuan terhadap usulan tersebut.<br>To review the proposal of Individual KPI of the Board of Directors submitted by the Board of Directors and approve the proposal.                                                                                                                                                                                                                                                  | ✓      | Telah direviu dan memberikan persetujuan terkait <i>Key Performance Indicator</i> (KPI) Individu Direksi tahun 2023 sesuai surat No. 051/DK/OT/DPKT01/ET/2024 Tanggal 17 April 2024.<br>Has been reviewed and given approval regarding the Individual Key Performance Indicator (KPI) of the Board of Directors in 2023 according to letter No. 051/DK/OT/DPKT01/ET/2024 dated April 17, 2024.                                                                                                   |
| 7   | Melakukan evaluasi terhadap Laporan Pencapaian KPI Direksi dan Individu Direksi secara berkala sebagaimana ketentuan dalam Pedoman Pengelolaan <i>Key Performance Indicators</i> (KPI) PT Pupuk Indonesia (Persero) Group.<br>Conducting periodic evaluations of the Board of Directors' and Individual Directors' KPI Achievement Reports as stipulated in the PT Pupuk Indonesia (Persero) Group Key Performance Indicators (KPI) Management Guidelines.                                                                      | ✓      | Telah direviu dan memberikan persetujuan terkait <i>Key Performance Indicator</i> (KPI) Individu Direksi tahun 2023 sesuai surat No. 051/DK/OT/DPKT01/ET/2024 Tanggal 17 April 2024.<br><br>Has been reviewed and given approval regarding the Individual Key Performance Indicator (KPI) of the Board of Directors in 2023 according to letter No. 051/DK/OT/DPKT01/ET/2024 dated April 17, 2024.                                                                                               |
| 8   | Menuangkan evaluasi pencapaian kinerja masing-masing anggota Dewan Komisaris dalam Risalah Rapat Dewan Komisaris.<br>Provide an evaluation of the performance achievements of each member of the Board of Commissioners in the Minutes of the Board of Commissioners Meeting.                                                                                                                                                                                                                                                   | ✓      | Evaluasi pencapaian kinerja telah tertuang dalam Risalah Rapat Internal Dewan Komisaris No. RIS-02 Tanggal 28 Februari 2023.<br>The evaluation of performance achievements has been stated in the Minutes of the Internal Meeting of the Board of Commissioners No. RIS-02 dated February 28, 2023.                                                                                                                                                                                              |





| No. | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                                                                                                                                                     | Status | Hasil/Proses Tindak Lanjut Hingga Akhir Tahun 2024<br>Result/Process of Follow-up by the End of 2024                                                                                                                                                                                                                                                    |
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| 9   | Melengkapi Surat Kuasa ketidakhadiran mengikuti Rapat Internal Dewan Komisaris dan Rapat Dewan Komisaris dan Rapat Direksi dengan penjelasan alasan ketidakhadiran.<br>Complete the Power of Attorney for absence from the Internal Meeting of the Board of Commissioners and the Meeting of the Board of Commissioners and the Meeting of the Board of Directors with an explanation of the reasons for absence. | ✓      | Terdapat pada setiap Surat Kuasa yang dilampirkan di dalam Risalah Rapat Dewan Komisaris.<br><br>Available in each Power of Attorney attached to the Minutes of the Board of Commissioners Meeting.                                                                                                                                                     |
| 10  | Mencantumkan kegiatan mengenai <i>self-assessment</i> kinerja Komite Audit dan Komite GRI dalam Rencana Kerja Tahunan.<br>Include activities regarding self-assessment of the performance of the Audit Committee and GRI Committee in the Annual Work Plan.                                                                                                                                                       | ✓      | Penilaian kinerja Dewan Komisaris No. 162/DK/KU/DPKT01/ET/2023 kepada Pemegang Saham Perihal Penyampaian Rancangan Kerja Anggaran (RKA) Dewan Komisaris 2024. Performance Assessment of the Board of Commissioners No. 162/DK/KU/DPKT01/ET/2023 to Shareholders Regarding Submission of the 2024 Budget Work Plan (RKA) for the Board of Commissioners. |

**Aspek IV: Direksi****Aspect IV: Board of Directors**

|   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |   |                                                                                                                                                                                                                                      |
|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Melengkapi <i>Board Manual</i> atau mengatur dalam dokumen tersendiri terkait dengan mekanisme perjalanan dinas Direksi, dalam hal ini pelatihan luar negeri seperti permohonan persetujuan dan pelaporannya kepada Pemegang Saham Mayoritas dan/atau Dewan Komisaris.<br>Completing the Board Manual or arranging in a separate document related to the mechanism of the Board of Directors' official travel, in this case overseas training such as requesting approval and reporting to the Majority Shareholder and/or the Board of Commissioners.                                                                                                                                                                                                             | ✓ | Telah disahkan Prosedur Pelatihan untuk Direksi atau Dewan Komisaris No. P-SDM-11 tanggal 5 Agustus 2024.<br><br>The Training Procedure for Directors or Board of Commissioners No. P-SDM-11 dated August 5, 2024 has been ratified. |
| 2 | Memastikan seluruh jabatan dalam struktur organisasi telah memiliki uraian jabatan sesuai dengan transformasi bisnis Perusahaan.<br>Ensure that all positions in the organizational structure have job descriptions in accordance with the Company's business transformation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | ✓ | Pupuk Kaltim telah memastikan pemenuhan uraian jabatan di setiap proses bisnis.<br><br>Pupuk Kaltim has ensured the fulfillment of job descriptions in every business process.                                                       |
| 3 | Menyelaraskan Prosedur Penyusunan RJP dengan Pedoman Penyusunan RJP PT Pupuk Indonesia (Persero).<br>Aligning the RJP Preparation Procedure with the RJP Preparation Guidelines of PT Pupuk Indonesia (Persero).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | ✓ | Pupuk Kaltim perlu melakukan pemutakhiran pedoman RJP PKT dengan No. P-INV-03 Tanggal 4 April 2024.<br><br>Pupuk Kaltim needs to update the RJP PKT guidelines with No. P-INV-03 dated April 4, 2024.                                |
| 4 | Menyampaikan rancangan RKAP kepada Dewan Komisaris untuk mendapatkan persetujuan sebelum disampaikan kepada Pemegang Saham sebagaimana Surat Direktur Utama PT Pupuk Indonesia (Persero) selaku Pemegang Saham Perusahaan kepada seluruh Direktur Utama Anak Perusahaan No. 11291/A/KU/1/B32/ET/2021 tanggal 6 September 2021 perihal Asumsi Penyusunan RKAP Tahun 2022.<br>Submitting the draft RKAP to the Board of Commissioners for approval before being submitted to Shareholders as stated in the Letter of the President Director of PT Pupuk Indonesia (Persero) as the Company's Shareholder to all President Directors of Subsidiaries No. 11291/A/KU/1/B32/ET/2021 dated September 6, 2021 regarding Assumptions for the Preparation of the 2022 RKAP. | ✓ | Mekanisme penyampaian RKAP disesuaikan dengan hierarki Organ Perusahaan.<br><br>Mechanism for RKAP submission is adjusted to the Company's Organ hierarchy.                                                                          |

| No. | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Status | Hasil/Proses Tindak Lanjut Hingga Akhir Tahun 2024<br>Result/Process of Follow-up by the End of 2024                                                                                                                                                                                                                                                                                                                                  |
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| 5   | Memastikan pedoman dan prosedur terkait penilaian kinerja yang berlaku di Perusahaan sesuai dengan pedoman sumber daya manusia yang ditetapkan oleh Pemegang Saham Mayoritas.<br>Ensuring that the guidelines and procedures related to performance assessments applicable in the Company are in accordance with the human resources guidelines set by the Majority Shareholder.                                                                                                                                                                                                                                                                                                                                                                                                                                         | ✓      | Telah disahkan SKD No. 29/DIR/IV.23 tanggal 12 April 2023 tentang Pengesahan Pedoman-Pedoman sebagaimana disampaikan dalam Surat Edaran PT Pupuk Indonesia (Persero).<br><br>The SKD No. 29/DIR/IV.23 dated April 12, 2023 concerning Ratification of Guidelines as stated in the Circular of PT Pupuk Indonesia (Persero) has been ratified.                                                                                         |
| 6   | Menyusun KPI Unit Kerja sebagaimana yang diatur dalam Pedoman Pengelolaan Key Performance Indicators (KPI) PT Pupuk Indonesia (Persero) Group.<br>Compiling Work Unit KPIs as regulated in the Key Performance Indicators (KPI) Management Guidelines for PT Pupuk Indonesia (Persero) Group.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | ✓      | Telah disahkan SKD No. 29/DIR/IV.23 tanggal 12 April 2023 tentang Pengesahan Pedoman-Pedoman sebagaimana disampaikan dalam Surat Edaran PT Pupuk Indonesia (Persero).<br><br>The SKD No. 29/DIR/IV.23 dated April 12, 2023 concerning Ratification of Guidelines as stated in the Circular of PT Pupuk Indonesia (Persero) has been ratified.                                                                                         |
| 7   | Menyusun KPI Direksi (Individu) sesuai dengan Peraturan Menteri BUMN RI No. PER-11/MBU/11/2020 tanggal 17 November 2020 tentang kontrak manajemen dan kontrak manajemen Tahunan Direksi BUMN pasal 9 ayat (2) pasal 13 ayat (4) dan Pedoman Pengelolaan Key Performance Indicators (KPI) PT Pupuk Indonesia (Persero) Group Angka 1.4.2, 1.4.4.<br>Compiling KPI for the Board of Directors (Individual) in accordance with the Regulation of the Minister of SOEs of the Republic of Indonesia No. PER-11/MBU/11/2020 dated 17 November 2020 concerning management contracts and Annual Management Contracts for the Board of Directors of SOEs, Article 9 paragraph (2), Article 13 paragraph (4) and Guidelines for Managing Key Performance Indicators (KPI) of PT Pupuk Indonesia (Persero) Group No. 1.4.2, 1.4.4. | ✓      | KPI Direksi telah ditandatangani oleh Komisaris Utama dengan surat No. 051/DK/OT/DPKT01/ET/2024 Tanggal 17 April 2024 perihal Key Performance Indicator (KPI) Individu Direksi Tahun 2023.<br><br>The Board of Directors' KPI has been signed by the President Commissioner with letter No. 051/DK/OT/DPKT01/ET/2024 dated April 17, 2024 regarding the Individual Key Performance Indicator (KPI) of the Board of Directors in 2023. |
| 8   | Menyampaikan hasil pengukuran KPI (kolegial dan individu) secara berkala kepada Pemegang saham dan Dewan Komisaris sebagaimana yang diatur dalam Pedoman Pengelolaan KPI PT Pupuk Indonesia (Persero) Group.<br>Delivering KPI measurement results (collegial and individual) periodically to Shareholders and the Board of Commissioners as stipulated in the KPI Management Guidelines of PT Pupuk Indonesia (Persero) Group.                                                                                                                                                                                                                                                                                                                                                                                          | ✓      | Hasil Pengukuran KPI telah dikirimkan dengan surat No. 01182/OT/D44300/ET/2024 tanggal 23 Januari 2024 terkait Pencapaian KPI Kolegial Pupuk Kaltim Periode hingga Desember 2023.<br><br>The KPI Measurement Results have been sent with letter No. 01182/OT/D44300/ET/2024 dated January 23, 2024 regarding the Achievement of Pupuk Kaltim's Collegial KPI for the Period until December 2023.                                      |
| 9   | Memastikan terdapat semua penjelasan atas realisasi KPI Direksi (kolegial).<br><br>Ensure that there is an explanation of all the realization of the Board of Directors' KPI (collegial).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | ✓      | Hasil Pengukuran KPI telah dikirimkan dengan surat No. 01182/OT/D44300/ET/2024 tanggal 23 Januari 2024 terkait Pencapaian KPI Kolegial Pupuk Kaltim Periode hingga Desember 2023.<br><br>The KPI Measurement Results have been sent with letter No. 01182/OT/D44300/ET/2024 dated January 23, 2024 regarding the Achievement of Pupuk Kaltim's Collegial KPI for the Period until December 2023.                                      |
| 10  | Memastikan Prosedur seperti Pelatihan, Penilaian Kinerja Karyawan dan prosedur lainnya sesuai dengan pedoman sumber daya manusia yang ditetapkan oleh Pemegang Saham Mayoritas.<br>Ensuring Procedures such as Training, Employee Performance Appraisal and other procedures are in accordance with human resource guidelines set by the Majority Shareholder.                                                                                                                                                                                                                                                                                                                                                                                                                                                           | ✓      | Telah disahkan SKD No. 29/DIR/IV.23 tanggal 12 April 2023 tentang Pengesahan Pedoman-Pedoman sebagaimana disampaikan dalam Surat Edaran PT Pupuk Indonesia (Persero) pada tanggal 12 April 2023.<br><br>Ratified SKD No. 29/DIR/IV.23 dated April 12, 2023 concerning the Ratification of Guidelines as stated in the Letter Circular of PT Pupuk Indonesia (Persero) on April 12, 2023.                                              |





| No. | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Status | Hasil/Proses Tindak Lanjut Hingga Akhir Tahun 2024<br>Result/Process of Follow-up by the End of 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
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| 11  | Menyusun kebijakan mengenai metode penilaian untuk mengukur kepuasan karyawan.<br><br>Develop policies regarding assessment methods to measure employee satisfaction.                                                                                                                                                                                                                                                                                                                                      | ✓      | Telah disahkan Pedoman sebagaimana disampaikan dalam Surat Edaran PT Pupuk Indonesia (Persero) No. 003/A/HK/P29/SE/2023 tanggal 12 Januari 2023 Perihal Pedoman Pelaksanaan Survei <i>Internal Customer Satisfaction Index</i> dan <i>Employee Engagement &amp; Satisfaction</i> di PT Pupuk Kalimantan Timur dengan SK No. 51/DIR/VII.23 tanggal 3 Juli 2023.<br>The Guidelines have been ratified as stated in the Circular of PT Pupuk Indonesia (Persero) Number: 003/A/HK/P29/SE/2023 dated January 12, 2023 concerning Guidelines for the Implementation of Internal Customer Satisfaction Index and Employee Engagement & Satisfaction Surveys at PT Pupuk Kalimantan Timur with Decree Number 51/DIR/VII.23 dated July 3, 2023. |
| 12  | Menyusun laporan survei kepuasan karyawan disesuaikan dengan kebijakan Pupuk Indonesia dan menetapkan rencana program dari hasil survei kepuasan pegawai tersebut terkait dengan hal-hal yang dapat ditingkatkan untuk penyempurnaan di masa mendatang.<br>Compiling Employee satisfaction survey reports in accordance with Pupuk Indonesia's policies and determining program plans from the results of the Employee satisfaction survey related to things that can be improved for future improvements. | ✓      | Telah dilaksanakan <i>employee experience survey</i> selanjutnya menunggu pedoman dari PI untuk penyusunan perencanaan, pelaksanaan dan realisasi survei serta penyusunan laporan akhirnya.<br><br>The employee experience survey has been carried out and is awaiting guidelines from PI for the preparation of planning, implementation and realization of the survey and the preparation of its final report.                                                                                                                                                                                                                                                                                                                        |
| 13  | Mengupayakan penyelesaian atas piutang Program Kemitraan dengan optimal.<br><br>Striving for optimal settlement of Partnership Program receivables.                                                                                                                                                                                                                                                                                                                                                        | ✓      | Telah dilakukan monitoring rutin dan penugasan penagihan kepada masing-masing mitra kepada Perusahaan.<br>Routine monitoring and assignment of collections to each partner to the Company have been carried out.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 14  | Memastikan penyampaian Laporan Manajemen Tahunan dan Laporan Tahunan Perusahaan kepada Pemegang Saham dilakukan secara tepat waktu sesuai ketentuan yang diatur Pemegang Saham.<br>Ensure that the submission of the Annual Management Report and the Company's Annual Report to Shareholders is carried out in a timely manner in accordance with the provisions stipulated by the Shareholders.                                                                                                          | ✓      | Telah dilaporkan Laporan Manajemen Tahun 2022 melalui Surat No. 03952/D/PR/1/D44100/ET/2023 pada tanggal 7 April 2023 yang kurang dari 10 hari (sesuai ketentuan keterlambatan) keluarnya Laporan Keuangan <i>Audited</i> pada tanggal 30 Maret 2023 sehingga telah tepat waktu.<br>The 2022 Management Report has been reported through Letter No. 03952/D/PR/1/D44100/ET/2023 on April 7, 2023 which is less than 10 days (according to the provisions of the delay) for the issuance of the Audited Financial Report on March 30, 2023 so that it is on time.                                                                                                                                                                        |
| 15  | Melakukan pemanggilan rapat Direksi sesuai dengan ketentuan <i>Board Manual</i> Perusahaan.<br>Conducting summons for Board of Directors meetings in accordance with the provisions of the Company's Board Manual.                                                                                                                                                                                                                                                                                         | ✓      | Telah dilakukan RUPS RKAP Tahun 2024 pada tanggal 30 Januari 2024.<br>The 2024 RKAP GMS has been held on January 30, 2024.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 16  | Melakukan pemanggilan Rapat Umum Pemegang Saham dalam jangka waktu sesuai ketentuan Anggaran Dasar Perusahaan.<br>Conducting a summons for a General Meeting of Shareholders within a period of time in accordance with the provisions of the Company's Articles of Association.                                                                                                                                                                                                                           | ✓      | Telah dilakukan RUPS RKAP Tahun 2024 pada tanggal 30 Januari 2024.<br><br>The 2024 RKAP GMS has been held on January 30, 2024.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 17  | Melengkapi surat panggilan RUPS dengan pemberitahuan bahwa bahan yang akan dibicarakan dalam RUPS tersedia di kantor Perusahaan sejak tanggal dilakukan pemanggilan RUPS sampai dengan tanggal RUPS diadakan.<br>Complete the summons for a GMS with a notification that the materials to be discussed in the GMS are available at the Company's office from the date of the summons for the GMS until the date the GMS is held.                                                                           | ✓      | Telah disampaikan dokumen-dokumen guna pelaksanaan Rapat Umum Pemegang Saham (RUPS) Kinerja Tahun 2022 terlampir pada surat dengan No. 05740/D/TR/D11000/ET/2023 perihal Penyampaian Kelengkapan Dokumen RUPS Kinerja Tahun 2022 tanggal 31 Mei 2023.<br>Documents for the implementation of the 2022 Performance General Meeting of Shareholders (GMS) have been submitted attached to the letter No. 05740/D/TR/D11000/ET/2023 regarding Submission of Complete Documents for the 2022 Performance GMS dated May 31, 2023.                                                                                                                                                                                                            |

| No.                                                                                                                 | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Status | Hasil/Proses Tindak Lanjut Hingga Akhir Tahun 2024<br>Result/Process of Follow-up by the End of 2024                                                                                                                         |
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| <b>Aspek V: Pengungkapan Informasi dan Transparansi</b><br><b>Aspect V: Information Disclosure and Transparency</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |        |                                                                                                                                                                                                                              |
| 1                                                                                                                   | Melakukan finalisasi rancangan Pedoman Pengelolaan Situs Web yang dapat mengacu pada Pedoman Pengelolaan Situs Web Induk Perusahaan.<br>Finalize the draft Website Management Guidelines that can refer to the Parent Company Website Management Guidelines.                                                                                                                                                                                                                                                                                                                             | ✓      | Telah diterbitkan P-SEKPER-39 tanggal 5 Januari 2023.<br><br>P-SEKPER-39 has been issued on January 5, 2023.                                                                                                                 |
| 2                                                                                                                   | Melengkapi Laporan Tahunan pada bagian Profil Perusahaan dengan informasi mengenai pelatihan karyawan yang akan dilakukan pada tahun selanjutnya.<br>Complete the Annual Report in the Company Profile section with information regarding employee training that will be conducted in the following year.                                                                                                                                                                                                                                                                                | ✓      | Telah disampaikan dan dilengkapi pada Laporan Tahunan 2022.<br><br>It has been submitted and completed in the 2022 Annual Report.                                                                                            |
| 3                                                                                                                   | Melengkapi Laporan Tahunan bagian Analisis dan Pembahasan dengan uraian tentang:<br>a. Prospek Usaha Perusahaan sehubungan dengan industri, ekonomi secara umum dan pasar internasional.<br>b. Aspek pemasaran atas produk dan jasa Perusahaan, antara lain meliputi pangsa pasar.<br>Complete the Annual Report in the Analysis and Discussion section with a description of:<br>a. The Company's Business Prospects in relation to industry, the general economy and the international market.<br>b. Marketing aspects of the Company's products and services, including market share. | ✓      | Telah disampaikan dan dilengkapi pada Laporan Tahunan 2022.<br><br>It has been submitted and completed in the 2022 Annual Report.                                                                                            |
| 4                                                                                                                   | Melengkapi informasi pada bagian Tanggung Jawab Sosial Perusahaan terkait Konsumen dengan mencantumkan biaya yang telah dikeluarkan untuk tanggung jawab Perusahaan terhadap pelanggan.<br>Complete the information in the Corporate Social Responsibility section related to Consumers by listing the costs that have been incurred for the Company's responsibility towards customers.                                                                                                                                                                                                 | ✓      | Telah disampaikan dan dilengkapi pada Laporan Tahunan 2022.<br><br>It has been submitted and completed in the 2022 Annual Report.                                                                                            |
| 5                                                                                                                   | Memuat uraian mengenai program pengembangan seni budaya yang telah dilakukan pada bagian tanggung jawab terkait Pengembangan Sosial dan Kemasyarakatan.<br>Contain a description of the arts and culture development program that has been carried out in the responsibility section related to Social and Community Development.                                                                                                                                                                                                                                                        | ✓      | Telah disampaikan dan dilengkapi pada Laporan Tahunan 2022 pada sub bab Program Sosial Kemasyarakatan.<br><br>It has been submitted and completed in the 2022 Annual Report in the sub-chapter of Community Social Programs. |
| 6                                                                                                                   | Memastikan tidak terdapat kesalahan penulisan biaya yang telah dikeluarkan untuk aktivitas lingkungan pada bagian Tanggung Jawab Sosial Bidang Lingkungan Hidup.<br>Ensure that there are no errors in writing the costs that have been incurred for environmental activities in the Environmental Social Responsibility section.                                                                                                                                                                                                                                                        | ✓      | Telah disampaikan dan dilengkapi pada Laporan Tahunan 2022.<br><br>It has been submitted and completed in the 2022 Annual Report.                                                                                            |
| <b>Aspek VI: Lainnya</b><br><b>Aspect VI: Others</b>                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |        |                                                                                                                                                                                                                              |
|                                                                                                                     | –                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |        |                                                                                                                                                                                                                              |



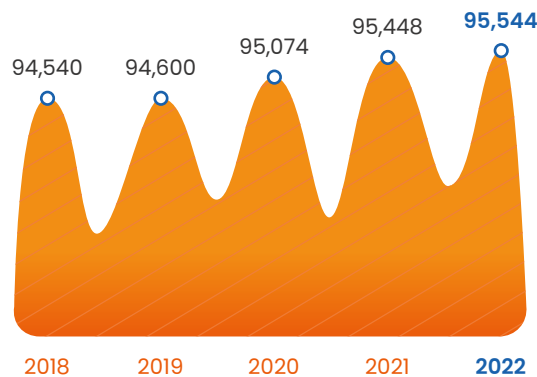




Penilaian atas penerapan GCG dengan menggunakan model penilaian dari pemegang saham di lingkup Pupuk Kaltim terbukti memberikan metode pemantauan dan evaluasi yang cukup baik. Hal ini terlihat dari keberhasilan Pupuk Kaltim dalam menjaga kualitas penerapan GCG, yang tertuang dalam skor yang cukup stabil dalam 5 (lima) tahun terakhir.

The assessment of GCG implementation using the assessment model from shareholders within Pupuk Kaltim has proven to provide a fairly good monitoring and evaluation method. This can be seen from Pupuk Kaltim's success in maintaining the quality of GCG implementation, which is reflected in a fairly stable score in the last 5 (five) years.

#### Penilaian GCG 5 Tahun Buku Terakhir GCG Assessment for the Last 5 Fiscal Years



#### Self-Assessment Penerapan Rekomendasi dan Panduan PUGKI

Pedoman Umum Governansi Korporat Indonesia (PUGKI) diterbitkan oleh Komite Nasional Kebijakan Governansi (KNKG) pada 2021 sebagai pemutakhiran atas Pedoman Umum *Good Corporate Governance* (GCG) Indonesia untuk menyelaraskan praktik governansi korporat berstandar global. Metode *self-assesment* digunakan untuk menyelaraskan PUGKI dan praktik governansi yang dilaksanakan di Perusahaan.

Perusahaan melakukan pemetaan praktik governansi korporat dengan prinsip dan rekomendasi PUGKI 2021 dengan status "*apply or explain*" dengan rincian implementasi sebagai berikut:

#### Self-Assessment on the Implementation of PUGKI Recommendations and Guidelines

The Indonesian General Guidelines for Corporate Governance (PUGKI) were issued by the National Governance Policy Committee (KNKG) in 2021 as an update to the Indonesian General Guidelines for Good Corporate Governance (GCG), aligning corporate governance practices with global standards. The self-assessment method is utilized to align PUGKI with the corporate governance practices implemented within the Company.

The Company conducts a corporate governance mapping against the principles and recommendations of PUGKI 2021 using an "*apply or explain*" approach, with the implementation details outlined as follows:

| No. | Aspek<br>Aspect                                                                                                                            | Prinsip<br>Principle | Rekomendasi<br>Recommendation | Status |         | Area of Improvement |                                 |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-------------------------------|--------|---------|---------------------|---------------------------------|
|     |                                                                                                                                            |                      |                               | Apply  | Explain | Saran<br>Offers     | Tidak ada<br>Saran<br>No Offers |
| I   | Peran dan Tanggung Jawab Direksi dan Dewan Komisaris<br>Role and Responsibilities of the Board of Directors and the Board of Commissioners | 7                    | 31                            | 29     | 3       | 1                   | 2                               |
| II  | Komposisi dan Remunerasi Direksi dan Dewan Komisaris<br>Composition and Remuneration of the Board of Directors and Board of Commissioners  | 2                    | 11                            | 10     | 1       | 1                   | -                               |

| No.  | Aspek<br>Aspect                                                                                                                     | Prinsip<br>Principle | Rekomendasi<br>Recommendation | Status |         | Area of Improvement |                                 |
|------|-------------------------------------------------------------------------------------------------------------------------------------|----------------------|-------------------------------|--------|---------|---------------------|---------------------------------|
|      |                                                                                                                                     |                      |                               | Apply  | Explain | Saran<br>Offers     | Tidak ada<br>Saran<br>No Offers |
| III  | Hubungan Kerja antara Direksi dan Dewan Komisaris<br>Working Relationship between the Board of Directors and Board of Commissioners | 3                    | 5                             | 4      | 1       | -                   | 1                               |
| IV   | Perilaku Etis dan Bertanggung Jawab<br>Ethical and Responsible Behavior                                                             | 3                    | 4                             | 4      | -       | -                   | -                               |
| V    | Manajemen Risiko, Pengendalian Intern, dan Kepatuhan<br>Risk Management, Internal Control and Compliance                            | 4                    | 6                             | 6      | -       | -                   | -                               |
| VI   | Pengungkapan dan Transparansi<br>Disclosure and Transparency                                                                        | 3                    | 9                             | 8      | 1       |                     | 1                               |
| VII  | Hak-Hak Pemegang Saham<br>Shareholder Rights                                                                                        | 3                    | 11                            | 8      | 3       | 1                   | 2                               |
| VIII | Penghargaan terhadap Pemangku Kepentingan<br>Respect for Stakeholders                                                               | 3                    | 3                             | 3      | -       | -                   | -                               |

Rincian serta penjelasan penerapan terhadap PUGKI 2021 dapat dilihat pada halaman 540.

Details and explanations of the implementation of PUGKI 2021 can be seen on the page 540.

### ASEAN Corporate Governance Scorecard (ACGS)

ASEAN Corporate Governance Scorecard (ACGS) merupakan inisiatif strategis yang dikembangkan oleh ASEAN Capital Market Forum (ACMF) dalam rangka memperkuat integrasi dan daya saing pasar modal di kawasan Asia Tenggara. Inisiatif ini dirancang untuk mendorong peningkatan standar dan konsistensi penerapan prinsip-prinsip tata kelola perusahaan yang baik (*Good Corporate Governance*) di antara negara-negara anggota ASEAN. Sejak diluncurkan pada tahun 2011, ASEAN CG Scorecard telah menjadi acuan dalam menilai transparansi, akuntabilitas, dan praktik tata kelola perusahaan dari enam negara anggota, yaitu Indonesia, Singapura, Thailand, Malaysia, Filipina, dan Vietnam. Penerapan standar tata kelola yang tinggi semakin menjadi faktor diferensiasi utama dalam menarik investasi dan memperkuat posisi perusahaan di pasar ASEAN yang semakin terintegrasi.

### ASEAN Corporate Governance Scorecard (ACGS)

The ASEAN Corporate Governance Scorecard (ACGS) is a strategic initiative developed by the ASEAN Capital Market Forum (ACMF) in order to strengthen the integration and competitiveness of capital markets in the Southeast Asian region. This initiative is designed to encourage improved standards and consistency in the application of good corporate governance principles among ASEAN member countries. Since its launch in 2011, the ASEAN CG Scorecard has become a reference in assessing the transparency, accountability and corporate governance practices of six member countries, namely Indonesia, Singapore, Thailand, Malaysia, the Philippines and Vietnam. The implementation of high governance standards is increasingly becoming a key differentiation factor in attracting investment and strengthening a company's position in the increasingly integrated ASEAN market.





### Tabel pencapaian Score ACGS Pupuk Kaltim tahun 2024

ACGS Score Achievement Table for Pupuk Kaltim in 2024

| Standar Tata Kelola Perusahaan<br>Corporate Governance Standards |                                                                                        | Jumlah<br>Pertanyaan<br>Number of<br>Questions | Skor<br>Maksimal<br>(poin)<br>Maximum<br>Score<br>(point) | Pemenuhan<br>Compliance                        |             |           | Skor<br>Total<br>Poin<br>Total<br>Score<br>Point |
|------------------------------------------------------------------|----------------------------------------------------------------------------------------|------------------------------------------------|-----------------------------------------------------------|------------------------------------------------|-------------|-----------|--------------------------------------------------|
|                                                                  |                                                                                        |                                                |                                                           | Tidak Dapat<br>Diterapkan<br>Not<br>Applicable | Tidak<br>No | Ya<br>Yes |                                                  |
| Level 1                                                          |                                                                                        |                                                |                                                           |                                                |             |           |                                                  |
| Bagian A + B<br>Part A + B                                       | Hak Perlakuan Setara terhadap Pemegang Saham<br>Equal Treatment Rights of Shareholders | 30                                             | 20,00                                                     | 3                                              | 10          | 17        | 11,33                                            |
| Bagian C<br>Part C                                               | Peran Pemangku Kepentingan<br>Role of Stakeholders                                     | 22                                             | 15,00                                                     | -                                              | 2           | 20        | 13,64                                            |
| Bagian D<br>Part D                                               | Transparansi dan Pengungkapan<br>Transparency and Disclosure                           | 34                                             | 25,00                                                     | -                                              | 10          | 24        | 17,65                                            |
| Bagian E<br>Part E                                               | Tanggung Jawab Dewan<br>Board Responsible                                              | 63                                             | 40,00                                                     | -                                              | 11          | 52        | 33,02                                            |
| Total Level 1                                                    |                                                                                        | 149                                            | 100,00                                                    | 3                                              | 33          | 113       | 82,18                                            |
| Level 2                                                          |                                                                                        |                                                |                                                           |                                                |             |           |                                                  |
| Bonus                                                            |                                                                                        | 18                                             | 30,00                                                     | -                                              | 8           | 10        | 16,67                                            |
| Penalti<br>Penalty                                               |                                                                                        | 26                                             | -67,00                                                    | -                                              | 1           | 27        | -2,58                                            |
| Total Level 2                                                    |                                                                                        | 44                                             | -37,00                                                    | -                                              | 9           | 37        | 14,09                                            |
| Total                                                            |                                                                                        | 187                                            | 130,00                                                    | -                                              | 18          | 74        | 89,72                                            |

### Penilaian Corporate Governance Perception Index (CGPI)

Corporate Governance Perception Index (CGPI) merupakan penilaian atas indeks persepsi atas tata kelola perusahaan. Model penilaian ini dikembangkan dan dilaksanakan oleh The Indonesian Institute of Corporate Governance (IICG). Program CGPI menggunakan 3 (tiga) ruang lingkup penerapan GCG dalam perspektif keberlanjutan yang terdiri dari lingkup kepatuhan (*compliance*), lingkup kesesuaian (*conformance*), dan lingkup kinerja (*performance*).

### Corporate Governance Perception Index (CGPI) Assessment

Corporate Governance Perception Index (CGPI) is an assessment of the perception index of corporate governance. This assessment model was developed and implemented by The Indonesian Institute of Corporate Governance (IICG). The CGPI program uses 3 (three) scopes of GCG implementation in a sustainability perspective consisting of the scope of compliance, the scope of conformity, and the scope of performance.

## Pelaksanaan Penilaian CGPI Tahun 2024

### Implementation of CGPI Assessment in 2024

|                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Waktu Pelaksanaan</b><br>Implementation Time                                                | 1 Agustus 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | August 1, 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Pihak Penilai dan Pengembang Model Penilaian</b><br>Assessor and Assessment Model Developer | The Indonesian Institute of Corporate Governance (IICG)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | The Indonesian Institute of Corporate Governance (IICG)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Metode Penilaian</b><br>Assessment Method                                                   | <p>Aspek dan indikator penilaian terbagi menjadi 3 (tiga), yaitu struktur organisasi, proses governansi, hasil governansi. Penilaian CGPI dilaksanakan dengan tahapan analisis instrumen dan dokumen melalui kegiatan <i>self-assessment</i>, sistem terdokumentasi dengan sumber pemenuhan kelengkapan dokumen bukti implementasi dan pengisian data perusahaan, serta tahapan observasi.</p> <p>Bobot penilaian CGPI menggunakan metode <i>Analytical Network Process</i> (ANP) untuk mengukur tingkat kepentingan dan hubungan antar aspek, lingkup, dan fokus serta tahapan penilaian dalam metodologi CGPI.</p> <p>Pemeringkatan CGPI menggunakan norma penilaian berdasarkan rentang nilai yang dicapai peserta dengan kategorisasi istilah "Sangat Terpercaya", "Terpercaya", dan "Cukup Terpercaya".</p> | <p>The assessment aspects and indicators are divided into 3 (three), namely organizational structure, governance process, governance results. The CGPI assessment is carried out with stages of instrument and document analysis through self-assessment activities, a documented system with sources of fulfillment of completeness of implementation evidence documents and filling in company data, and observation stages.</p> <p>The CGPI assessment weight uses the Analytical Network Process (ANP) method to measure the level of importance and relationship between aspects, scope, and focus as well as assessment stages in the CGPI methodology.</p> <p>The CGPI ranking uses assessment norms based on the range of values achieved by participants with the categorization of the terms "Most Trusted", "Trusted", and "Fair Trusted".</p> |

Nilai yang diperoleh Pupuk Kaltim pada CGPI tahun 2023 dan 2024 adalah sebagai berikut:

The values obtained by Pupuk Kaltim in CGPI 2023 and 2024 are as follows:

| Indikator Penilaian<br>Assessment Indicators | 2024                                                | 2023                                                |
|----------------------------------------------|-----------------------------------------------------|-----------------------------------------------------|
| Struktur Governansi<br>Governance Structure  | 29,87                                               | 29,20                                               |
| Proses Governansi<br>Governance Process      | 29,60                                               | 29,03                                               |
| Hasil Governansi<br>Governance Results       | 29,62                                               | 30,14                                               |
| <b>Jumlah Total</b>                          | <b>89,09</b>                                        | <b>88,37</b>                                        |
|                                              | <b>"Sangat Terpercaya"</b><br><b>"Most Trusted"</b> | <b>"Sangat Terpercaya"</b><br><b>"Most Trusted"</b> |

Dari penilaian CGPI yang dilakukan, Perusahaan mendapatkan sejumlah rekomendasi sebagai masukan bagi perbaikan peningkatan penerapan GCG di kemudian hari.

Based on the CGPI assessment, the Company received several recommendations as valuable input for enhancing the implementation of Good Corporate Governance (GCG) in the future.

Sejak penilaian CGPI pertama kali diikuti oleh Perusahaan pada 2018, skor CGPI yang didapatkan Perusahaan terus mengalami kenaikan yang menandakan fungsi penilaian GCG memberikan rekomendasi penting bagi peningkatan kualitas penerapan GCG.

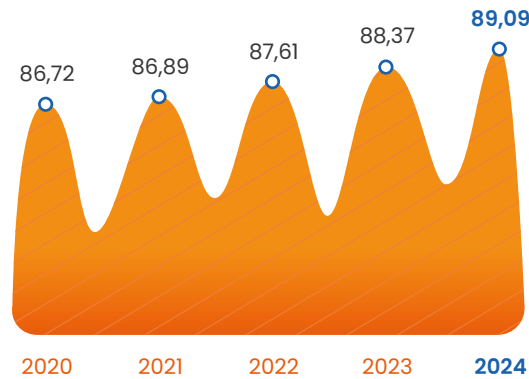
Since its initial participation in the CGPI assessment in 2018, the Company's CGPI score has shown a consistent upward trend. This improvement reflects the effectiveness of the GCG assessment function in providing crucial recommendations that contribute to the continuous enhancement of GCG implementation.





### Skor Capaian CGPI Periode 2020–2024

CGPI Achievement Score for the Period 2020–2024



### RENCANA PENGEMBANGAN DAN IMPLEMENTASI GCG 2025

Pupuk Kaltim akan melaksanakan berbagai perbaikan dan pengembangan dalam penerapan *Good Corporate Governance* (GCG) pada 2025. Langkah-langkah ini bertujuan untuk meningkatkan kualitas penerapan GCG, dengan mempertimbangkan hasil rekomendasi dari asesmen GCG dan penerapan manajemen risiko pada tahun 2024. Berikut adalah rencana pengembangan dan penerapan GCG untuk 2025:

1. Mengkaji dan menyempurnakan dokumen pendukung (Kebijakan/Pedoman/Prosedur/Petunjuk Teknis) terkait GCG dan manajemen risiko;
2. Melaksanakan asesmen penerapan GCG 2025;
3. Menindaklanjuti rekomendasi penilaian maturitas penerapan manajemen risiko 2024;
4. Pembuatan dan pembaharuan aplikasi penunjang penerapan tata kelola dan manajemen risiko di Perusahaan;
5. Menerapkan peraturan terbaru Peraturan Menteri BUMN No. PER-2/MBU/03/2023 Tahun 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.

### GCG DEVELOPMENT AND IMPLEMENTATION PLAN 2025

In 2025, Pupuk Kaltim will introduce a series of enhancements and developments in the implementation of Good Corporate Governance (GCG). These initiatives are designed to elevate the quality of GCG practices by incorporating recommendations from the GCG assessment and insights gained from risk management implementation in 2024. The following outlines the GCG development and implementation plan for 2025:

1. Review and improve supporting documents (Policies/Guidelines/Procedures/Technical Instructions) related to GCG and risk management;
2. Implement the 2025 GCG implementation assessment;
3. Follow up on recommendations for the maturity assessment of the implementation of risk management in 2024;
4. Create and update supporting applications for the implementation of governance and risk management in the Company;
5. Implementing the latest regulation of the Minister of SOEs Regulation No. PER-2/MBU/03/2023 of 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.



# Pemegang Saham dan Rapat Umum Pemegang Saham

## Shareholders and General Meeting of Shareholders

### PEMEGANG SAHAM

Dengan kepemilikan saham Pupuk Kaltim sebesar 99,999%, PT Pupuk Indonesia (Persero) selaku Holding BUMN Pupuk menjadi pemegang saham utama/pengendali sekaligus entitas induk Pupuk Kaltim. Saham Perusahaan juga dimiliki oleh Pemerintah Republik Indonesia yakni sebanyak 1 (satu) saham seri A Dwiwarna.

### SHAREHOLDERS

With 99.999% ownership of Pupuk Kaltim shares, PT Pupuk Indonesia (Persero) as the Fertilizer BUMN Holding is the main/controlling shareholder as well as the parent entity of Pupuk Kaltim. The Company's shares are also owned by the Government of the Republic of Indonesia, namely 1 (one) Dwiwarna series A share.

### Pemegang Saham Pupuk Kaltim

Pupuk Kaltim Shareholders



### HAK-HAK PEMEGANG SAHAM

Pemegang Saham sebagai pemilik modal memiliki hak atas Perusahaan sesuai dengan ketentuan peraturan perundang-undangan yang berlaku, termasuk peraturan Kementerian BUMN. Hak-hak Pemegang Saham seperti tertuang dalam Undang-Undang RI No. 40 tahun 2007 tentang Perseroan Terbatas, dan Peraturan Menteri BUMN RI No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara. Pemegang Saham Perusahaan baik Pemegang Saham Seri A Dwiwarna maupun Pemegang Saham Seri B memiliki hak yang sama, antara lain:

### SHAREHOLDERS' RIGHTS

As capital owners, shareholders are entitled to rights over the Company in accordance with the applicable laws and regulations, including those issued by the Ministry of State-Owned Enterprises (BUMN). These rights are outlined in Law No. 40 of 2007 concerning Limited Liability Companies and Minister of SOEs Regulation No. PER-2/MBU/03/2023 on Governance Guidelines and Significant Corporate Activities of State-Owned Enterprises. Both Series A Dwiwarna and Series B shareholders of the Company hold equal rights, including:





1. Pemegang Saham, baik sendiri maupun diwakili berdasarkan surat kuasa, berhak menghadiri RUPS dan menggunakan hak suaranya sesuai dengan jumlah saham yang dimilikinya;
2. Dalam pemungutan suara, suara yang dikeluarkan oleh Pemegang Saham berlaku untuk seluruh saham yang dimilikinya;
3. Mengambil keputusan tertinggi pada Perusahaan, khusus bagi pemilik modal Perusahaan. Memperoleh informasi material Perusahaan secara tepat waktu, teratur, dan teratur;
4. Menerima pembagian dari keuntungan Perusahaan yang diperuntukkan bagi Pemegang Saham dalam bentuk dividen dan sisa kekayaan hasil likuidasi, sebanding dengan jumlah saham yang dimilikinya;
5. Hak lainnya berdasarkan Anggaran Dasar; Beberapa di antara hak-hak Pemegang Saham tersebut, mekanisme pelaksanaannya dilakukan dalam RUPS.

Pemegang saham Seri A Dwiwarna juga memiliki hak-hak istimewa yang tidak dimiliki oleh pemegang saham lainnya, di antaranya:

1. Persetujuan perubahan Anggaran Dasar;
2. Persetujuan Pengangkatan anggota Direksi dan Dewan Komisaris;
3. Persetujuan perubahan struktur kepemilikan saham; dan
4. Persetujuan terkait penggabungan, peleburan, pemisahan, dan pembubaran, serta pengambilalihan Perseroan oleh pihak lain.

## RUPS DAN JENISNYA

RUPS merupakan organ tertinggi Perusahaan yang menjadi sarana bagi Pemegang Saham untuk mengambil keputusan penting berdasarkan Anggaran Dasar dan peraturan perundang-undangan yang berlaku. Wewenang tersebut, antara lain meminta pertanggungjawaban Dewan Komisaris dan Direksi terkait dengan pengelolaan Perusahaan, perubahan Anggaran Dasar, pengangkatan dan pemberhentian Direktur dan Dewan Komisaris, dan lain-lain.

Berdasarkan penyelenggaraannya, RUPS terbagi atas RUPS Tahunan dan RUPS Luar Biasa (RUPSLB). Adapun berdasarkan Anggaran Dasar Perusahaan, RUPS Tahunan merupakan agenda rutin setiap tahun dan diselenggarakan minimal 2 (dua) kali, yaitu RUPS RKAP dan RUPS Kinerja. Sementara RUPSLB dapat terjadi di luar RUPS Tahunan sesuai kebutuhan. Pelaksanaan RUPS diatur dalam Undang-Undang RI No. 40 Tahun 2007 tentang Perseroan Terbatas, dan Anggaran Dasar Perusahaan serta perubahannya.

1. Shareholders, either individually or represented by a power of attorney, have the right to attend the GMS and exercise their voting rights in accordance with the number of shares they own;
2. In voting, the votes cast by Shareholders apply to all shares they own;
3. Make the highest decisions in the Company, especially for the Company's capital owners. Obtain material information from the Company in a timely, measurable, and regular manner;
4. Receive a distribution of the Company's profits allocated to Shareholders in the form of dividends and remaining assets from liquidation, in proportion to the number of shares they own;
5. Other rights based on the Articles of Association; Some of the rights of Shareholders, the implementation mechanism is carried out in the GMS.

Series A Dwiwarna shareholders also have special rights that are not owned by other shareholders, including:

1. Approval of changes to the Articles of Association;
2. Approval of the Appointment of members of the Board of Directors and Board of Commissioners;
3. Approval of changes to the share ownership structure; and
4. Approval related to mergers, amalgamations, separations, and dissolutions, as well as takeovers of the Company by other parties.

## GMS AND ITS TYPES

The GMS is the highest organ of the Company which is a means for Shareholders to make important decisions based on the Articles of Association and applicable laws and regulations. This authority includes requesting accountability from the Board of Commissioners and Board of Directors related to the management of the Company, changes to the Articles of Association, appointment and dismissal of Directors and Board of Commissioners, and others.

Based on its implementation, the GMS is divided into the Annual GMS and the Extraordinary GMS (EGMS). Based on the Company's Articles of Association, the Annual GMS is a routine agenda every year and is held at least 2 (two) times, namely the RKAP GMS and the Performance GMS. While the EGMS can occur outside the Annual GMS as needed. The implementation of the GMS is regulated in Law of the Republic of Indonesia No. 40 of 2007 concerning Limited Liability Companies, and the Company's Articles of Association and its amendments.



## WEWENANG RUPS

Kewenangan RUPS Perusahaan sesuai Undang-Undang No. 40 tahun 2007 Pasal 41, 44, dan 94 serta Anggaran Dasar Perusahaan menjelaskan wewenang yang dimiliki RUPS yang tidak diberikan kepada Dewan Komisaris dan Direksi, antara lain:

1. Mengangkat dan memberhentikan anggota Dewan Komisaris dan Direksi;
2. Penambahan Modal Perusahaan. Penambahan modal sebagaimana dimaksud wajib diberitahukan kepada Menteri untuk dicatat dalam daftar Perusahaan;
3. Memutuskan besaran gaji dan tunjangan anggota Direksi;
4. Menyetujui pengajuan Direksi dalam mengalihkan kekayaan Perusahaan atau menjadikan jaminan utang kekayaan Perusahaan yang merupakan lebih dari 50% jumlah kekayaan bersih Perusahaan;
5. Menyetujui dapat atau tidaknya Direksi mengajukan permohonan pailit atas Perusahaan, dan penetapan perubahan Anggaran Dasar;
6. Pemeriksaan, persetujuan, dan pengesahan Laporan Tahunan.

## TATA CARA PELAKSANAAN RUPS

Tata cara pelaksanaan RUPS di Pupuk Kaltim dilaksanakan sebagai berikut:

1. RUPS diadakan di tempat kedudukan Pupuk Kaltim atau di tempat Pupuk Kaltim melakukan kegiatan usahanya yang utama, yang terletak di wilayah Republik Indonesia;
2. Penyelenggaraan RUPS Tahunan dan RUPS LB oleh Direksi dengan didahului pemanggilan RUPS. Direksi wajib melakukan pemanggilan RUPS dalam jangka waktu 14 hari terhitung sejak tanggal permintaan penyelenggaraan RUPS diterima;
3. Pelaksanaan RUPS dapat pula dilaksanakan atas permintaan:
  - a. Seorang atau lebih Pemegang Saham yang mewakili 1/10 (satu per sepuluh) bagian dari jumlah seluruh saham yang telah dikeluarkan Pupuk Kaltim dengan hak suara yang sah.
  - b. Dewan Komisaris.
4. Semua keputusan yang diambil di RUPS berdasarkan musyawarah untuk mufakat;
5. Hasil keputusan Pemegang Saham didokumentasikan oleh Sekretaris Perusahaan dan ditindaklanjuti dalam bentuk Akta Notaris apabila diperlukan sesuai peraturan yang berlaku.

Selain itu, Pemegang Saham juga dapat menyelenggarakan pengambilan Keputusan Sirkuler (RUPS Sirkuler), yakni pengambilan keputusan di luar RUPS (tanpa kehadiran fisik). Ketentuan tentang Keputusan Sirkuler diatur dalam Undang-Undang RI No. 40 Tahun 2007 tentang Perseroan Terbatas, yaitu pada Pasal 91 diatur bahwa Pemegang Saham dapat mengambil keputusan yang mengikat di luar RUPS dan memiliki kekuatan hukum

## AUTHORITY OF THE GMS

Pursuant to Articles 41, 44, and 94 of Law No. 40 of 2007 and the Company's Articles of Association, the GMS holds certain authorities that are not delegated to the Board of Commissioners or the Board of Directors, including:

1. Appointing and dismissing members of the Board of Commissioners and Board of Directors;
2. Approving capital increases, which must be reported to the Minister for registration in the Company's records;
3. Determining the salaries and allowances of the Board of Directors;
4. Approving proposals from the Board of Directors regarding asset transfers or pledging of Company assets exceeding 50% of the Company's net assets;
5. Granting or withholding approval for the Board of Directors to file for the Company's bankruptcy and approving amendments to the Articles of Association;
6. Reviewing, approving, and ratifying the Annual Report.

## PROCEDURES FOR CONDUCTING THE GMS

The procedures for conducting the GMS at Pupuk Kaltim are as follows:

1. The GMS is held at Pupuk Kaltim's registered office or at its principal place of business within the territory of the Republic of Indonesia.
2. The Annual GMS and EGMS are convened by the Board of Directors, preceded by an official invitation. The Board of Directors must issue the invitation within 14 days from the date of receiving the GMS request.
3. The GMS may also be convened at the request of:
  - a. One or more shareholders representing at least 1/10 (one-tenth) of the total issued shares with valid voting rights.
  - b. The Board of Commissioners.
4. All decisions made in the GMS must be based on deliberation to reach a consensus.
5. The resolutions adopted by shareholders are documented by the Corporate Secretary and, where required by regulations, formalized into a Notarial Deed.

In addition, Shareholders can also organize the making of Circular Resolutions (GMS Circular), namely decision making outside the GMS (without physical presence). Provisions regarding Circular Resolutions are regulated in Law of the Republic of Indonesia No. 40 of 2007 concerning Limited Liability Companies, namely in Article 91 it is stipulated that Shareholders can make binding decisions outside the GMS and have the same legal force as GMS





yang sama dengan Keputusan RUPS yang dilakukan secara fisik, dengan syarat seluruh Pemegang Saham dengan hak suara memberikan persetujuan tertulis atas usul RUPS yang akan diputuskan.

### PENYELENGGARAAN RUPS DAN KEPUTUSAN PEMEGANG SAHAM DI SEPANJANG TAHUN 2024

Di sepanjang tahun 2024, Perusahaan menyelenggarakan 5 (lima) kali RUPS. Selain itu, Pemegang Saham juga mengeluarkan beberapa keputusan sirkuler, yaitu RUPSLB Tahun 2024 tanggal 3 Juni 2024 tentang Pemberhentian dan Pengangkatan Anggota Dewan Komisaris Perseroan.

Adapun pelaksanaan RUPS Tahunan Perusahaan yang diselenggarakan selama tahun 2024 adalah sebagai berikut:

#### RUPS RKAP, RKA Dewan Komisaris, dan RKA TJSL Tahun 2024

Berikut informasi penyelenggaraan RUPS RKAP, RKA Dewan Komisaris, dan RKA TJSL tanggal 30 Januari 2024.

Resolutions conducted physically, provided that all Shareholders with voting rights provide written approval for the GMS proposal to be decided.

### IMPLEMENTATION OF GMS AND SHAREHOLDER RESOLUTIONS IN 2024

Throughout 2024, the Company held 5 (five) GMS meetings. Additionally, shareholders passed several circular resolutions, including the EGMS held on 3 June 2024, concerning the dismissal and appointment of members of the Company's Board of Commissioners.

The implementation of the Company's Annual GMS for the year 2024 is as follows:

#### GMS RKAP, RKA Board of Commissioners, and RKA TJSL 2024

The following is information on the implementation of the GMS RKAP, RKA Board of Commissioners, and RKA TJSL on January 30, 2024

|                                    |                                                         |                                                             |
|------------------------------------|---------------------------------------------------------|-------------------------------------------------------------|
| <b>Jenis Rapat</b><br>Meeting Type | RUPS RKAP, RKA Dewan Komisaris, dan RKA TJSL Tahun 2024 | GMS RKAP, RKA the Board of Commissioners, and RKA TJSL 2024 |
| <b>Hari/Tanggal</b><br>Day/Date    | Selasa, 30 Januari 2024                                 | Tuesday, January 30, 2024                                   |
| <b>Waktu</b><br>Time               | Pukul 19.40–20.00 WIB                                   | 19.40–20.00 WIB                                             |
| <b>Tempat</b><br>Place             | Graha Ponska, Tanah Abang, Jakarta                      | Graha Ponska, Tanah Abang, Jakarta                          |

Berikut rincian kehadiran Direksi, Dewan Komisaris, dan Pemegang Saham dalam RUPS RKAP Tahun Buku 2024:

The following are details of the attendance of the Board of Directors, Board of Commissioners, and Shareholders at the 2024 Fiscal Year RKAP GMS:

#### Kehadiran Direksi, Dewan Komisaris, dan Pemegang Saham dalam RUPS RKAP Tahun Buku 2024

Attendance of Board of Directors, Board of Commissioners, and Shareholders in the GMS of RKAP Fiscal Year 2024

| Kehadiran<br>Attendance | Direksi<br>Board of Directors                                                                                                               | Dewan Komisaris<br>Board of Commissioners                                                                                                                                              | Pemegang Saham<br>Shareholders                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Hadir<br>Present        | <ul style="list-style-type: none"> <li>Budi Wahyu Soesilo</li> <li>F. Purwanto</li> <li>Hanggara Patrianta</li> <li>Qomaruzzaman</li> </ul> | <ul style="list-style-type: none"> <li>D. Andi Nirwanto</li> <li>Sigit Hardwinarto</li> <li>Musthofa</li> <li>Gustaaf AC Patty</li> <li>Sukardi Rinakit</li> <li>Eka Sastra</li> </ul> | PT Pupuk Indonesia (Persero): <ul style="list-style-type: none"> <li>Rahmad Pribadi</li> <li>Gusrizal</li> <li>Bob Indiarito</li> <li>Wono Budi Tjahyono</li> <li>Panji Winanteya Ruky</li> <li>Tina Treestiana Kemala Intan</li> <li>Tri Wahyudi Saleh</li> <li>Jamsaton Nababan</li> <li>Ninis Kesuma Adriani</li> </ul> YKHT Pupuk Kaltim: <ul style="list-style-type: none"> <li>Tri Wigatiningsih</li> <li>Aminah Hafsah Hamdi</li> </ul> |
| Tidak Hadir<br>Absent   | –                                                                                                                                           | –                                                                                                                                                                                      | –                                                                                                                                                                                                                                                                                                                                                                                                                                              |

Tahapan pelaksanaan RUPS RKAP, RKA Dewan Komisaris dan RKA TJSL Tahun 2024 dapat dilihat di bawah ini.

The stages of implementation of the GMS on RKAP, RKA of the Board of Commissioners and RKA TJSL for 2024 can be seen below.

### Tahapan Pelaksanaan RUPS RKAP Tahun 2024

The stages of implementation of the GMS on the 2024RKAP

| Tahapan Stages                                   | RUPS RKAP, RKA Dewan Komisaris, dan RKA TJSL Tahun 2024                                                                                                | GMS RKAP, RKA Board of Commissioners, and RKA TJSL 2024                                                                                    |
|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| Pemintaan Pelaksanaan Request for Implementation | Pada 29 Januari 2024, PT Pupuk Indonesia (Persero) menyampaikan permintaan pelaksanaan RUPS RKAP Tahun 2024 melalui surat No. 02710/A/TR/A22/ET/2024.  | On January 29, 2024, PT Pupuk Indonesia (Persero) submitted a request to hold the GMS RKAP 2024 through letter No. 02710/A/TR/A22/ET/2024. |
| Pemanggilan RUPS GMS Summons                     | Pada 30 Januari 2024, Pupuk Kaltim melakukan pemanggilan RUPS RKAP Tahun 2024 melalui surat No. 01478/D/TR/D11000/ET/2024.                             | On January 30, 2024, Pupuk Kaltim issued a summons for the GMS RKAP 2024 through letter No. 01478/D/TR/D11000/ET/2024.                     |
| Pelaksanaan RUPS GMS Implementation              | RUPS RKAP Tahun 2024 dilaksanakan pada 30 Januari 2024 di Jakarta.                                                                                     | The GMS RKAP 2024 was held on January 30, 2024 in Jakarta.                                                                                 |
| Risalah RUPS GMS Minutes                         | Keputusan RUPS RKAP Tahun 2024 telah dituangkan melalui Akta No. 10 tanggal 30 Januari 2024 yang dibuat di hadapan Lumassia, notaris di Jakarta Pusat. | The decision of the GMS RKAP 2024 has been stated in Deed No. 10 dated January 30, 2024 made before Lumassia, a notary in Central Jakarta. |

Adapun hasil keputusan RUPS Pengesahan RUPS RKAP, RKA Dewan Komisaris dan RKA TJSL Tahun 2024 dan tindak lanjutnya oleh Manajemen Perusahaan hingga akhir tahun 2024 adalah sebagai berikut.

The results of the GMS decisions on the ratification of the GMS RKAP, RKA of the Board of Commissioners and RKA TJSL for 2024 and their follow-up by the Company's Management until the end of 2024 are as follows.

|                                                                                |                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                 |
|--------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Agenda Mata Acara 1</b><br>Agenda 1                                         | <ol style="list-style-type: none"> <li>Pengesahan Rencana Kerja &amp; Anggaran Perusahaan (RKAP) Tahun 2024 PT Pupuk Kalimantan Timur.</li> <li>Rencana Kerja &amp; Anggaran (RKA) Dewan Komisaris PT Pupuk Kalimantan Timur Tahun 2024.</li> <li>Rencana Kerja &amp; Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKA TJSL) PT Pupuk Kalimantan Timur Tahun 2024.</li> </ol> | <ol style="list-style-type: none"> <li>Ratification of the 2024 Company Work Plan &amp; Budget (RKAP) of PT Pupuk Kalimantan Timur</li> <li>Work Plan &amp; Budget (RKA) of the Board of Commissioners of PT Pupuk Kalimantan Timur in 2024.</li> <li>Work Plan &amp; Budget of the Social and Environmental Responsibility Program (RKA TJSL) of PT Pupuk Kalimantan Timur in 2024.</li> </ol> |
| <b>Keputusan Mata Acara 1</b><br>Decision of Agenda 1                          | <ol style="list-style-type: none"> <li>Mengesahkan dan menyetujui Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2024 serta Rencana Kerja dan Anggaran (RKA) Dewan Komisaris PT Pupuk Kalimantan Timur.</li> <li>Mengesahkan dan menyetujui Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) PT Pupuk Kalimantan Timur Tahun 2024.</li> </ol>     | <ol style="list-style-type: none"> <li>Ratifying and approving the 2024 Company Work Plan and Budget (RKAP) and the Work Plan and Budget (RKA) of the Board of Commissioners of PT Pupuk Kalimantan Timur.</li> <li>Ratifying and approving the 2024 Work Plan and Budget of the Social and Environmental Responsibility Program (RKA-TJSL) of PT Pupuk Kalimantan Timur.</li> </ol>            |
| <b>Tindak Lanjut atas Hasil Keputusan</b><br>Follow-up on the Decision Results | RKAP, RKA Dewan Komisaris, dan RKA TJSL tahun 2024 PT Pupuk Kalimantan Timur telah disahkan.                                                                                                                                                                                                                                                                                            | The 2024 RKAP, RKA of the Board of Commissioners, and RKA TJSL of PT Pupuk Kalimantan Timur have been ratified.                                                                                                                                                                                                                                                                                 |







|                                                                                |                                                                                                                                                                       |                                                                                                                                                                                            |
|--------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Agenda Mata Acara 2</b><br>Agenda 2                                         | Persetujuan dan Pengesahan Kontrak Manajemen yang memuat target <i>Key Performance Indicator</i> (KPI) Direksi secara kolegal dan Dewan Komisaris Tahun 2024.         | Approval and Ratification of the Management Contract containing the Key Performance Indicator (KPI) targets for the Board of Directors collegially and the Board of Commissioners in 2024. |
| <b>Keputusan Mata Acara 2</b><br>Decision of Agenda 2                          | Mengesahkan dan menyetujui Kontrak Manajemen Tahunan yang memuat target <i>Key Performance Indicator</i> (KPI) Direksi secara kolegal dan Dewan Komisaris Tahun 2024. | Ratify and approve the Annual Management Contract containing the Key Performance Indicator (KPI) targets for the Board of Directors collegially and the Board of Commissioners in 2024.    |
| <b>Tindak Lanjut atas Hasil Keputusan</b><br>Follow-up on the Decision Results | KPI Direksi secara kolegal dan Dewan Komisaris Tahun 2024 telah disahkan.                                                                                             | The KPIs for the Board of Directors collegially and the Board of Commissioners in 2024 have been ratified.                                                                                 |

### RUPS Kinerja Tahun Buku 2023

Berikut informasi penyelenggaraan RUPS Kinerja Tahun Buku 2023 tanggal 22 Juli 2024.

### GMS Performance for Fiscal Year 2023

The following is information on the implementation of the GMS Performance for Fiscal Year 2023 on July 22, 2024.

|                                    |                                    |                                    |
|------------------------------------|------------------------------------|------------------------------------|
| <b>Jenis Rapat</b><br>Meeting Type | RUPS Kinerja Tahun Buku 2023       | GMS Performance Fiscal Year 2023   |
| <b>Hari/Tanggal</b><br>Day/Date    | Senin, 22 Juli 2024                | Monday, July 22, 2024              |
| <b>Waktu</b><br>Time               | Pukul 12.00–12.30 WIB              | 12.00–12.30 WIB                    |
| <b>Tempat</b><br>Place             | Graha Ponska, Tanah Abang, Jakarta | Graha Ponska, Tanah Abang, Jakarta |

Berikut rincian kehadiran Direksi, Dewan Komisaris, dan Pemegang Saham dalam RUPS Kinerja Tahun Buku 2023:

The following are details of the attendance of the Board of Directors, Board of Commissioners, and Shareholders at the 2023 Fiscal Year Performance GMS:

### Kehadiran Direksi, Dewan Komisaris, dan Pemegang Saham dalam RUPS Kinerja Tahun Buku 2023

Attendance of the Board of Directors, the Board of Commissioners, and Shareholders at the 2023 Fiscal Year Performance GMS

| Kehadiran<br>Attendance | Direksi<br>Board of Directors                                                                                                               | Dewan Komisaris<br>Board of Commissioners                                                                                                                                | Pemegang Saham<br>Shareholders                                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Hadir<br>Present        | <ul style="list-style-type: none"> <li>Budi Wahyu Soesilo</li> <li>F. Purwanto</li> <li>Hanggara Patrianta</li> <li>Qomaruzzaman</li> </ul> | <ul style="list-style-type: none"> <li>D. Andi Nirwanto</li> <li>Sigit Hardwinarto</li> <li>Musthofa</li> <li>Gustaaf AC Patty</li> <li>Eka Sastra</li> </ul>            | PT Pupuk Indonesia (Persero): <ul style="list-style-type: none"> <li>Rahmad Pribadi</li> <li>Gusrizal</li> <li>Bob Indarto</li> <li>Wono Budi Tjahyono</li> <li>Panji Winanteya Ruky</li> <li>Tina Treestiana Kemala Intan</li> <li>Tri Wahyudi Saleh</li> <li>Jamsaton Nababan</li> <li>Ninis Kesuma Adriani</li> </ul> YKHT Pupuk Kaltim: <ul style="list-style-type: none"> <li>Sigit Pribadi</li> <li>Aminah Hafsah Hamdi</li> </ul> |
| Tidak Hadir<br>Absent   | –                                                                                                                                           | <ul style="list-style-type: none"> <li>Sukardi Rinakit memberikan kuasa kepada Sigit Hardwinarto melalui surat No. SKD-08/Dekom/VII.2024 tanggal 22 Juli 2024</li> </ul> | YKHT Pupuk Kaltim: <ul style="list-style-type: none"> <li>Tri Wigatiningsih memberikan kuasa kepada Sigit Pribadi melalui surat No. 01/YB-SK/VII/2024 tanggal 1 Juli 2024</li> </ul>                                                                                                                                                                                                                                                     |

Tahapan pelaksanaan RUPS Kinerja Tahun Buku 2023 dapat dilihat di bawah ini.

The stages of implementing the 2023 Fiscal Year Performance GMS can be seen below.

### Tahapan Pelaksanaan RUPS Kinerja Tahun Buku 2023

Stages of Implementation of the 2023 Fiscal Year Performance GMS

| Tahapan Stages                                    | RUPS Kinerja Tahun Buku 2023, RKA Dewan Komisaris, dan RKA TJSL Tahun 2024                                                                                   | GMS Performance for Fiscal Year 2023, Board of Commissioners RKA, and TJSL RKA for 2024                                                                         |
|---------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Permintaan Pelaksanaan Request for Implementation | Pada 20 Juli 2024, PT Pupuk Indonesia (Persero) menyampaikan permintaan pelaksanaan RUPS Kinerja Tahun Buku 2023 melalui surat No. 20685/A/TR/A0202/ET/2024. | On July 20, 2024, PT Pupuk Indonesia (Persero) submitted a request to hold a GMS Performance for Fiscal Year 2023 through letter No. 20685/A/TR/A0202/ET/2024.  |
| Pemanggilan RUPS GMS Summons                      | Pada 21 Juli 2024, Pupuk Kaltim melakukan pemanggilan RUPS Kinerja Tahun Buku 2023 melalui surat No. 10613/D/TR/D11000/ET/2024.                              | On July 21, 2024, Pupuk Kaltim issued a summons for a GMS Performance for Fiscal Year 2023 through letter No. 10613/D/TR/D11000/ET/2024.                        |
| Pelaksanaan RUPS GMS Implementation               | RUPS Kinerja Tahun Buku 2023 dilaksanakan pada 22 Juli 2024 di Jakarta.                                                                                      | The GMS Performance for Fiscal Year 2023 was held on July 22, 2024 in Jakarta.                                                                                  |
| Risalah RUPS GMS Minutes                          | Keputusan RUPS Kinerja Tahun Buku 2023 telah dituangkan melalui Akta No. 09 tanggal 22 Juli 2024 yang dibuat di hadapan Lumassia, notaris di Jakarta Pusat.  | The decision of the GMS Performance for Fiscal Year 2023 has been stated in Deed No. 09 dated July 22, 2024, made before Lumassia, a notary in Central Jakarta. |

Adapun hasil keputusan RUPS Kinerja Tahun Buku 2023 dan tindak lanjutnya oleh Manajemen Perusahaan hingga akhir tahun 2024 adalah sebagai berikut.

The results of the 2023 Fiscal Year Performance GMS decisions and their follow-up by the Company's Management until the end of 2024 are as follows.

|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Agenda Mata Acara 1</b><br>Agenda 1                | Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Konsolidasian Perseroan, Persetujuan Laporan Tugas Pengawasan Dewan Komisaris serta Pengesahan Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) untuk Tahun Buku 2023, sekaligus pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya ( <i>volledig acquit et de charge</i> ) kepada Direksi atas tindakan pengurusan Perseroan dan Dewan Komisaris atas tindakan pengawasan Perseroan yang telah dijalankan selama Tahun Buku 2023.                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Approval of the Annual Report and Ratification of the Company's Consolidated Financial Statements, Approval of the Board of Commissioners' Supervisory Task Report and Ratification of the Financial Report of the Micro and Small Business Funding Program (PUMK) for the 2023 Fiscal year, as well as granting full release and discharge ( <i>volledig acquit et de charge</i> ) to the Board of Directors for their management actions of the Company and the Board of Commissioners for their supervisory actions of the Company that have been carried out during the 2023 Fiscal year.                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Keputusan Mata Acara 1</b><br>Decision of Agenda 1 | <ol style="list-style-type: none"> <li>Menyetujui Laporan Tahunan Perseroan dan Laporan Tugas Pengawasan Dewan Komisaris selama Tahun Buku 2023.</li> <li>Mengesahkan: <ol style="list-style-type: none"> <li>Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2023 yang berakhir pada 31 Desember 2023, yang telah diaudit oleh Kantor Akuntan Publik (KAP) Tanudiredja, Wibisana, Rintis dan Rekan sebagaimana dimuat dalam laporannya No. 00505/2.1025/AU.1/05/1122-4/1/III/2024 tanggal 31 Maret 2024 dengan opini "wajar dalam semua hal yang material".</li> <li>Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) Tahun Buku 2023 yang berakhir pada 31 Desember 2023, yang telah diaudit oleh Kantor Akuntan Publik (KAP) Tanudiredja, Wibisana, Rintis dan Rekan sebagaimana dimuat dalam laporannya No. 00549/2.1025/AU.2/11/1122-4/1/IV/2024 tanggal 5 April 2024 dengan opini "wajar dalam semua hal yang material".</li> </ol> </li> </ol> | <ol style="list-style-type: none"> <li>Approve the Company's Annual Report and the Board of Commissioners' Supervisory Task Report during the 2023 Fiscal year.</li> <li>Ratify: <ol style="list-style-type: none"> <li>The Company's Consolidated Financial Statements for the 2023 Fiscal year ended on December 31, 2023, which have been audited by the Public Accounting Firm (KAP) Tanudiredja, Wibisana, Rintis and Rekan as stated in its report No. 00505/2.1025/AU.1/05/1122-4/1/III/2024 dated March 31, 2024 with the opinion "fair in all material respects".</li> <li>Financial Report of the Micro and Small Business Funding Program (PUMK) for the 2023 Fiscal Year ending on December 31, 2023, which has been audited by the Public Accounting Firm (KAP) Tanudiredja, Wibisana, Rintis and Rekan as stated in its report No. 00549/2.1025/AU.2/11/1122-4/1/IV/2024 dated April 5, 2024 with the opinion "fair in all material respects".</li> </ol> </li> </ol> |





|                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                        | <p>3. Dengan telah disetujuinya Laporan Tahunan Perseroan termasuk Laporan Tugas Pengawasan Dewan Komisaris dan disahkannya Laporan Keuangan Konsolidasian Perseroan, serta Laporan Keuangan Program Pendaanaan Usaha Mikro dan Usaha Kecil (PUMK), seluruhnya untuk Tahun Buku 2023 yang berakhir pada tanggal 31 Desember 2023, maka RUPS memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (<i>volledig acquit et de charge</i>) kepada Direksi dan Dewan Komisaris atas tindakan pengurusan Perseroan dan pengawasan Perusahaan yang telah dijalankan selama tahun buku 2023.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p>3. With the approval of the Company's Annual Report including the Board of Commissioners' Supervisory Task Report and the ratification of the Company's Consolidated Financial Statements, as well as the Financial Statements of the Micro and Small Business Funding Program (PUMK), all for the 2023 Fiscal year ending on December 31, 2023, the GMS grants full release and discharge (<i>volledig acquit et de charge</i>) to the Board of Directors and Board of Commissioners for the Company's management and supervision actions carried out during the 2023 fiscal year.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p><b>Tindak Lanjut atas Hasil Keputusan</b><br/>Follow-up on the Decision Results</p> | <p>Laporan Tahunan Perseroan termasuk Laporan Tugas Pengawasan Dewan Komisaris telah disetujui dan Laporan Keuangan Konsolidasian Perseroan, serta Laporan Keuangan Program Pendaanaan Usaha Mikro dan Usaha Kecil (PUMK) telah disahkan oleh Pemegang Saham.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p>The Company's Annual Report including the Board of Commissioners' Supervisory Task Report has been approved and the Company's Consolidated Financial Statements, as well as the Financial Statements of the Micro and Small Business Funding Program (PUMK) have been ratified by the Shareholders.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p><b>Agenda Mata Acara 2</b><br/>Agenda 2</p>                                         | <p>Penetapan Penggunaan Laba Bersih Konsolidasian Perseroan Tahun Buku 2023.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>Determination of the Use of the Company's Consolidated Net Profit for the 2023 Fiscal Year.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p><b>Keputusan Mata Acara 2</b><br/>Decision of Agenda 2</p>                          | <p>Menyetujui dan menetapkan penggunaan laba tahun berjalan konsolidasi yang dapat diatribusikan kepada pemilik entitas induk Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2023 yaitu sebesar Rp4.558.421.000.000 (empat triliun lima ratus lima puluh delapan miliar empat ratus dua puluh satu juta rupiah) dengan rincian sebagai berikut:</p> <ol style="list-style-type: none"> <li>1. Dividen sebesar Rp1.304.545.000.000 (satu triliun tiga ratus empat miliar lima ratus empat puluh lima juta rupiah) dengan rincian sebagai berikut: <ol style="list-style-type: none"> <li>a. Sebesar Rp1.304.545.000.000 (satu triliun tiga ratus empat miliar lima ratus tiga puluh satu juta enam puluh enam ribu rupiah) merupakan dividen bagian PT Pupuk Indonesia (Persero). Dividen tersebut agar disetor ke rekening Bank Mandiri KCP Pusri Jakarta atas nama PT Pupuk Indonesia (Persero) No. 116.00.9000.554.8 paling lambat 25 hari kalender terhitung sejak tanggal keputusan ini, kecuali apabila ditentukan lain sesuai dengan aturan dan ketentuan yang berlaku. Salinan bukti setor dividen agar disimpan kepada PT Pupuk Indonesia (Persero).</li> </ol> </li> </ol> | <p>Approve and determine the use of consolidated current year profit attributable to owners of the Company's parent entity for the fiscal year ending on December 31, 2023, amounting to Rp4,558,421,000,000 (four trillion five hundred fifty eight billion four hundred twenty one million rupiah) with the following details:</p> <ol style="list-style-type: none"> <li>1. Dividends amounting to Rp1,304,545,000,000 (one trillion three hundred four billion five hundred forty five million rupiah) with the following details: <ol style="list-style-type: none"> <li>a. Rp1,304,545,000,000 (one trillion three hundred four billion five hundred thirty one million sixty six thousand rupiah) is the dividend portion of PT Pupuk Indonesia (Persero). The dividends are to be deposited into the Bank Mandiri KCP Pusri Jakarta account in the name of PT Pupuk Indonesia (Persero) No. 116.00.9000.554.8 no later than 25 calendar days from the date of this decision, unless otherwise specified in accordance with the applicable rules and regulations. A copy of the dividend payment receipt is to be deposited with PT Pupuk Indonesia (Persero).</li> </ol> </li> </ol> |



|                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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|                                                                                        | <p>b. Sebesar Rp13.934.000 (tiga belas juta sembilan ratus tiga puluh empat ribu rupiah) merupakan dividen bagian Yayasan Kesejahteraan Hari Tua Pupuk Kaltim. Dividen tersebut agar disetor langsung kepada Yayasan tersebut, paling lambat 25 hari kalender terhitung sejak tanggal keputusan ini, kecuali apabila ditentukan lain sesuai dengan aturan dan ketentuan yang berlaku. Salinan bukti setor dividen agar disampaikan kepada PT Pupuk Indonesia (Persero).</p> <p>2. Sisanya ditetapkan sebagai cadangan perseroan.</p> | <p>b. An amount of Rp13,934,000 (thirteen million nine hundred and thirty-four thousand rupiah) is a dividend portion of the Pupuk Kaltim Old Age Welfare Foundation. The dividends are to be deposited directly to the Foundation, no later than 25 calendar days from the date of this decision, unless otherwise specified in accordance with the applicable rules and regulations. A copy of the dividend payment receipt is to be submitted to PT Pupuk Indonesia (Persero).</p> <p>2. The remainder is set as the company's reserves.</p>                                                              |
| <p><b>Tindak Lanjut atas Hasil Keputusan</b><br/>Follow-up on the Decision Results</p> | Pupuk Kaltim telah merealisasikan hasil keputusan rapat ini melalui pembayaran dividen dengan besaran sesuai hasil keputusan rapat ini                                                                                                                                                                                                                                                                                                                                                                                               | Pupuk Kaltim has realized the results of this meeting's decisions through dividend payments in the amount according to the results of this meeting's decisions                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <p><b>Agenda Mata Acara 3</b><br/>Agenda 3</p>                                         | Penetapan Gaji/Honorarium berikut Fasilitas dan Tunjangan Tahun Buku 2024, serta Tantiem/Insentif Kinerja/Insentif Khusus atas Kinerja Tahun Buku 2023 dan/atau Insentif Jangka Panjang untuk Direksi dan Dewan Komisaris Perseroan dan penetapan Jasa Operasi Karyawan atas Kinerja Tahun Buku 2023.                                                                                                                                                                                                                                | Determination of Salary/Honorarium including Facilities and Allowances for the 2024 fiscal year, as well as Tantiem/Performance Incentives/Special Incentives for the 2023 fiscal year Performance and/or Long-Term Incentives for the Company's Board of Directors and Board of Commissioners and determination of Employee Operational Services for the 2023 Fiscal Year Performance.                                                                                                                                                                                                                      |
| <p><b>Keputusan Mata Acara 3</b><br/>Decision of Agenda 3</p>                          | <p>1. Penetapan Gaji/Honorarium berikut fasilitas dan tunjangan lainnya untuk Direksi dan Dewan Komisaris Perseroan untuk tahun Buku 2024 serta Tantiem/Insentif Kinerja/Insentif Khusus atas Kinerja Tahun Buku 2023 dan/atau Insentif Jangka Panjang untuk Direksi dan Dewan Komisaris Perseroan akan ditetapkan kemudian secara terpisah dan tersendiri oleh PT Pupuk Indonesia (Persero) selaku Pemegang Saham mayoritas.</p> <p>2. Menyetujui dan menetapkan Jasa Operasi karyawan atas kinerja Tahun Buku 2023.</p>            | <p>1. Determination of Salary/Honorarium including facilities and other allowances for the Company's Board of Directors and Board of Commissioners for the 2024 Fiscal Year as well as Tantiem/Performance Incentives/Special Incentives for the 2023 Fiscal Year Performance and/or Long-Term Incentives for the Company's Board of Directors and Board of Commissioners will be determined separately and individually by PT Pupuk Indonesia (Persero) as the majority shareholder.</p> <p>2. Approve and determine the Operational Services of employees for the performance of the 2023 Fiscal Year.</p> |
| <p><b>Tindak Lanjut atas Hasil Keputusan</b><br/>Follow-up on the Decision Results</p> | PT Pupuk Indonesia (Persero) telah mengeluarkan surat No. 27286/A/SM/E0101/ET/2024 tanggal 4 September 2024 perihal Penetapan Penghasilan Direksi dan Dewan Komisaris Pupuk Kaltim Tahun 2024.                                                                                                                                                                                                                                                                                                                                       | PT Pupuk Indonesia (Persero) has issued a letter No. 27286/A/SM/E0101/ET/2024 dated September 4, 2024 concerning the Determination of the Income of the Directors and Board of Commissioners of Pupuk Kaltim in 2024.                                                                                                                                                                                                                                                                                                                                                                                        |
| <p><b>Agenda Mata Acara 4</b><br/>Agenda 4</p>                                         | Penunjukan Kantor Akuntan Publik untuk mengaudit Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2024 serta Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) Tahun Buku 2024.                                                                                                                                                                                                                                                                                                                               | Appointment of Public Accounting Firm to audit the Company's Consolidated Financial Statements for the 2024 Fiscal Year and the Financial Statements of the Micro and Small Business Funding Program (PUMK) for the 2024 Fiscal Year.                                                                                                                                                                                                                                                                                                                                                                        |
| <p><b>Keputusan Mata Acara 4</b><br/>Decision of Agenda 4</p>                          | Menunjuk kembali Kantor Akuntan Publik (KAP) Rinitis, Jumadi, Rianto dan Rekan sebagai Kantor Akuntan Publik yang akan mengaudit Laporan Keuangan Konsolidasian Perseroan dan laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) Tahun Buku 2024.                                                                                                                                                                                                                                                                 | Reappointment of Public Accounting Firm (KAP) Rinitis, Jumadi, Rianto and Partners as the Public Accounting Firm that will audit the Company's Consolidated Financial Statements and the Financial Statements of the Micro and Small Business Funding Program (PUMK) for the 2024 Fiscal Year.                                                                                                                                                                                                                                                                                                               |





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| <b>Tindak Lanjut atas Hasil Keputusan</b><br>Follow-up on the Decision Results | Penunjukan Kantor Akuntan Publik (KAP) Rinitis, Jumadi, Rianto dan Rekan sebagai Kantor Akuntan Publik yang akan mengaudit Laporan Keuangan Konsolidasian Perseroan dan laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) Tahun Buku 2024.                                                                                                                                                                                                                                       | Appointment of Public Accounting Firm (KAP) Rinitis, Jumadi, Rianto and Partners as the Public Accounting Firm that will audit the Company's Consolidated Financial Statements and the Financial Statements of the Micro and Small Business Funding Program (PUMK) for the 2024 Fiscal Year.                                                                                                                                                                                                                                                                           |
| <b>Agenda Mata Acara 5</b><br>Agenda 5                                         | Penguatan pemberlakuan Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia:<br>a. No. PER-1/MBU/03/2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara;<br>b. No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara; dan<br>c. No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.                                                            | Confirmation of the enactment of the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia:<br>a. No. PER-1/MBU/03/2023 concerning Special Assignments and Social and Environmental Responsibility Programs of State-Owned Enterprises;<br>b. No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises; and<br>c. No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises.                                                               |
| <b>Keputusan Mata Acara 5</b><br>Decision of Agenda 5                          | Mengukuhkan pemberlakuan Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia:<br>a. No. PER-1/MBU/03/2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara;<br>b. No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara; dan<br>c. No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.                                                          | Confirming the enactment of the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia:<br>a. No. PER-1/MBU/03/2023 concerning Special Assignments and Social and Environmental Responsibility Programs of State-Owned Enterprises;<br>b. No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises; and<br>c. No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises.                                                                    |
| <b>Tindak Lanjut atas Hasil Keputusan</b><br>Follow-up on the Decision Results | Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia:<br>a. No. PER-1/MBU/03/2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara;<br>b. No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara; dan<br>c. No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.<br><br>Telah dikukuhkan sejak agenda RUPS Kinerja Tahun Buku 2024 ini diputuskan. | Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia:<br>a. No. PER-1/MBU/03/2023 concerning Special Assignments and Social and Environmental Responsibility Programs of State-Owned Enterprises;<br>b. No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises; and<br>c. No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises.<br><br>It has been confirmed since the agenda of the 2024 Fiscal Year Performance GMS was decided. |

#### RUPSLB Tahun 2024

Berikut informasi penyelenggaraan RUPSLB Tahun 2024 tanggal 4 Januari 2024

#### EGMS 2024

The following is information on the implementation of the EGMS 2024 on January 4, 2024

|                                    |                       |                           |
|------------------------------------|-----------------------|---------------------------|
| <b>Jenis Rapat</b><br>Meeting Type | RUPSLB Tahun 2024     | EGMS 2024                 |
| <b>Hari/Tanggal</b><br>Day/Date    | Kamis, 4 Januari 2024 | Thursday, January 4, 2024 |



|                        |                                                    |                                                                   |
|------------------------|----------------------------------------------------|-------------------------------------------------------------------|
| <b>Waktu</b><br>Time   | Pukul 11.00–11.30 WIB                              | 11.00–11.30 WIB                                                   |
| <b>Tempat</b><br>Place | Gedung Pusri Lantai 3<br>Kemanggisan Jaya, Jakarta | Pusri Building 3 <sup>rd</sup> Floor<br>Kemanggisan Jaya, Jakarta |

Berikut rincian kehadiran Direksi, Dewan Komisaris, dan Pemegang Saham dalam RUPSLB Tahun Buku 2024:

The following are details of the attendance of the Board of Directors, Board of Commissioners, and Shareholders at the 2024 Fiscal Year EGMS:

### Kehadiran Direksi, Dewan Komisaris, dan Pemegang Saham dalam RUPSLB Tahun Buku 2024

Attendance of Board of Directors, Board of Commissioners, and Shareholders in EGMS for Fiscal Year 2024

| Kehadiran<br>Attendance | Direksi<br>Board of Directors                                                                                                               | Dewan Komisaris<br>Board of Commissioners                                                                                                                                                                                                                                                        | Pemegang Saham<br>Shareholders                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Undangan<br>Invitee |
|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| Hadir<br>Present        | <ul style="list-style-type: none"> <li>Budi Wahyu Soesilo</li> <li>F. Purwanto</li> <li>Hanggara Patrianta</li> <li>Qomaruzzaman</li> </ul> | <ul style="list-style-type: none"> <li>Sigit Hardwinarto</li> <li>Musthofa</li> <li>Gustaaf AC Patty</li> <li>Sukardi Rinakit</li> </ul>                                                                                                                                                         | <p>PT Pupuk Indonesia (Persero):</p> <ul style="list-style-type: none"> <li>Rahmad Pribadi</li> <li>Gusrizal</li> <li>Bob Indarto</li> <li>Wono Budi Tjahyono</li> <li>Panji Winanteya Ruky</li> <li>Tri Wahyudi Saleh</li> <li>Ninis Kesuma Adriani</li> </ul> <p>YKHT Pupuk Kaltim:</p> <ul style="list-style-type: none"> <li>Tri Wigatiningsih</li> <li>Aminah Hafsa Hamdi</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | D. Andhi Nirwanto   |
| Tidak Hadir<br>Absent   | –                                                                                                                                           | <ul style="list-style-type: none"> <li>Eka Sastra memberikan kuasa kepada Gustaaf AC Patty melalui surat No. SKD-01/Dekom/I.2024 tanggal 4 Januari 2024</li> <li>Eka Sastra grants power of attorney to Gustaaf AC Patty through letter No. SKD-01/Dekom/I.2024 dated January 4, 2024</li> </ul> | <p>PT Pupuk Indonesia (Persero):</p> <ul style="list-style-type: none"> <li>Jamsaton Nababan memberikan kuasa kepada Wono Budi Tjahyono melalui surat No. 43517/A/SM/H000/IT/2023 tanggal 18 Desember 2023 perihal Pelaksana Tugas Direktur Portofolio dan Pengembangan Usaha</li> <li>Tina Treestiana Kemala Intan memberikan kuasa kepada Ninis Kesuma Adriani melalui surat No. 42945/A/SM/A22/IT/2023 tanggal 13 Desember 2023 perihal Pelaksana tugas Direktur Utama dan Direktur SDM.</li> </ul> <p>PT Pupuk Indonesia (Persero):</p> <ul style="list-style-type: none"> <li>Jamsaton Nababan grants power of attorney to Wono Budi Tjahyono through letter No. 43517/A/SM/H000/IT/2023 dated December 18, 2023 regarding Acting Director of Portfolio and Business Development</li> <li>Tina Treestiana Kemala Intan grants power of attorney to Ninis Kesuma Adriani through letter No. 42945/A/SM/A22/IT/2023 dated December 13, 2023 regarding Acting President Director and HR Director.</li> </ul> |                     |





Tahapan pelaksanaan RUPSLB Tahun 2024 dapat dilihat di bawah ini.

The stages of implementation of the 2024 EGMS can be seen below.

### Tahapan Pelaksanaan RUPSLB Tahun 2024

Stages of Implementation of the 2024 EGMS

| Tahapan Stages                                       | RUPSLB Tahun 2024                                                                                                                                                           | EGMS of 2024                                                                                                                                                   |
|------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Permintaan Pelaksanaan<br>Request for Implementation | Pada RUPSLB Tahun 2024, PT Pupuk Indonesia (Persero) menyampaikan permintaan pelaksanaan RUPSLB Tahun 2024 melalui surat No. 00146/A/TR/A22/ET/2024 tanggal 3 Januari 2024. | At the EGMS of 2024, PT Pupuk Indonesia (Persero) submitted a request to hold an EGMS of 2024 through letter No. 00146/A/TR/A22/ET/2024 dated January 3, 2024. |
| Pemanggilan RUPS<br>GMS Summons                      | Pada 3 Januari 2024, Pupuk Kaltim melakukan pemanggilan RUPSLB Tahun 2024 melalui surat No. 00109/D/TR/D11600/ET/2024.                                                      | On January 3, 2024, Pupuk Kaltim issued a summons for an EGMS of 2024 through letter No. 00109/D/TR/D11600/ET/2024.                                            |
| Pelaksanaan RUPS<br>GMS Implementation               | RUPSLB Tahun 2024 dilaksanakan pada 4 Januari 2024 di Jakarta.                                                                                                              | The EGMS of 2024 was held on January 4, 2024 in Jakarta.                                                                                                       |
| Risalah RUPS<br>GMS Minutes                          | Keputusan RUPSLB Tahun 2024 telah dituangkan melalui Akta No. 01 tanggal 4 Januari 2024 yang dibuat di hadapan Lumassia, notaris di Jakarta Pusat.                          | The decision of the EGMS of 2024 has been stated in Deed No. 01 dated January 4, 2024, made before Lumassia, a notary in Central Jakarta.                      |

Adapun hasil keputusan RUPSLB Tahun 2024 dan tindak lanjutnya oleh Manajemen Perusahaan hingga akhir tahun 2024 adalah sebagai berikut.

The results of the decisions of the 2024 EGMS and the follow-up by the Company's Management until the end of 2024 are as follows.

|                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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| <b>Agenda Mata Acara 1</b><br>Agenda 1                                         | Perubahan Susunan Anggota Dewan Komisaris Perseroan.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Changes in the Composition of the Company's Board of Commissioners.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Keputusan Mata Acara 1</b><br>Decision of Agenda 1                          | <ol style="list-style-type: none"> <li>Menarik penunjukan Eka Sastra sebagai Pelaksana Tugas Komisaris Utama Perseroan dan mengangkat D. Andhi Nirwanto sebagai Komisaris Utama Perseroan.</li> <li>Menegaskan kembali susunan anggota Dewan Komisaris, yaitu: <ul style="list-style-type: none"> <li>Komisaris Utama: D. Andhi Nirwanto</li> <li>Komisaris: Gustaaf AC Patty</li> <li>Komisaris: Musthofa</li> <li>Komisaris: Sigit Hardwinarto</li> <li>Komisaris Independen: Eka Sastra</li> <li>Komisaris Independen: Sukardi Rinakit</li> </ul> </li> </ol> | <ol style="list-style-type: none"> <li>Withdraw the appointment of Eka Sastra as Acting President Commissioner of the Company and appoint D. Andhi Nirwanto as President Commissioner of the Company.</li> <li>Reaffirm the composition of the Board of Commissioners, namely: <ul style="list-style-type: none"> <li>President Commissioner: D. Andhi Nirwanto</li> <li>Commissioner: Gustaaf AC Patty</li> <li>Commissioner: Musthofa</li> <li>Commissioner: Sigit Hardwinarto</li> <li>Independent Commissioner: Eka Sastra</li> <li>Independent Commissioner: Sukardi Rinakit</li> </ul> </li> </ol> |
| <b>Tindak Lanjut atas Hasil Keputusan</b><br>Follow-up on the Decision Results | Susunan Anggota Dewan Komisaris pasca ditutupnya rapat ini telah sesuai dengan keputusan rapat.                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | The composition of the Board of Commissioners after the closing of this meeting is in accordance with the meeting's decision.                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

### RUPSLB Tahun 2024

Berikut informasi penyelenggaraan RUPSLB tanggal 3 Juni 2024.

### EGMS 2024

The following is information on the holding of the EGMS on June 3, 2024.

|                                    |                       |                      |
|------------------------------------|-----------------------|----------------------|
| <b>Jenis Rapat</b><br>Meeting Type | RUPSLB Tahun 2024     | EGMS 2024            |
| <b>Hari/Tanggal</b><br>Day/Date    | Senin, 3 Juni 2024    | Monday, June 3, 2024 |
| <b>Waktu</b><br>Time               | Pukul 15.00–15.11 WIB | 15.00–15.11 WIB      |



|                                |                       |                     |
|--------------------------------|-----------------------|---------------------|
| <b>Tempat</b><br>Place         | Jakarta               |                     |
| <b>Kehadiran</b><br>Attendance | Tidak ada rapat fisik | No physical meeting |

Adapun hasil keputusan RUPSLB Tahun 2024 dan tindak lanjutnya oleh Manajemen Perusahaan hingga akhir tahun 2024 adalah sebagai berikut.

The results of the decisions of the 2024 EGMS and the follow-up by the Company's Management until the end of 2024 are as follows.

|                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
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| <b>Keputusan</b><br>Resolutions | <p>Keputusan RUPSLB Tahun 2024 telah dituangkan melalui Akta No. 01 tanggal 3 Juni 2024 yang dibuat di hadapan Lumassia, notaris di Jakarta Pusat, yaitu:</p> <ul style="list-style-type: none"> <li>Pemberhentian Sukardi Rinakit sebagai Komisaris Independen dengan hormat dan disertai ucapan terima kasih.</li> <li>Mengangkat Sukardi Rinakit sebagai Komisaris Independen untuk periode jabatan kedua terhitung sejak 31 Mei 2024 dengan masa jabatan sesuai Anggaran Dasar yang berlaku.</li> <li>Mengalihkan penugasan/menetapkan Gustaaf AC Patty dan Musthofa semula sebagai Komisaris menjadi Komisaris Independen terhitung sejak tanggal keputusan ini ditetapkan dengan masa jabatan meneruskan sisa masa jabatannya berdasarkan akta pengangkatan.</li> <li>Memberikan kuasa dengan hak substitusi kepada Direktur Utama Perseroan untuk mewakili Pemegang Saham.</li> </ul> | <p>The resolutions of the Extraordinary General Meeting of Shareholders (EGMS) in 2024 have been formalized through Deed No. 01 dated June 3, 2024, drawn up before Lumassia, a notary in Central Jakarta, as follows:</p> <ul style="list-style-type: none"> <li>The honourable dismissal of Sukardi Rinakit as Independent Commissioner, accompanied by an expression of gratitude.</li> <li>The reappointment of Sukardi Rinakit as Independent Commissioner for a second term, effective from 31 May 2024, with the tenure in accordance with the applicable Articles of Association.</li> <li>The reassignment/appointment of Gustaaf AC Patty and Musthofa, previously serving as Commissioners, as Independent Commissioners, effective from the date of this resolution, with their tenure continuing for the remainder of their existing terms as stipulated in their appointment deeds.</li> <li>The granting of power of attorney, with the right of substitution, to the President Director of the Company to represent the Shareholders.</li> </ul> |
|---------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

#### RUPSLB Tahun 2024

Berikut informasi penyelenggaraan RUPSLB Tahun 2024 tanggal 13 Juni 2024

#### EGMS 2024

The following is information on the implementation of the EGMS 2024 on June 13, 2024

|                                    |                           |                           |
|------------------------------------|---------------------------|---------------------------|
| <b>Jenis Rapat</b><br>Meeting Type | RUPSLB Tahun 2024         | EGMS 2024                 |
| <b>Hari/Tanggal</b><br>Day/Date    | Kamis, 13 Juni 2024       | Thursday, June 13, 2024   |
| <b>Waktu</b><br>Time               | Pukul 13.40-14.00 WIB     | 13.40-14.00 WIB           |
| <b>Tempat</b><br>Place             | Jakarta Convention Centre | Jakarta Convention Centre |

Berikut rincian kehadiran Direksi, Dewan Komisaris, dan Pemegang Saham dalam RUPSLB Tahun Buku 2024:

The following are details of the attendance of the Board of Directors, Board of Commissioners, and Shareholders at the 2024 Fiscal Year EGMS:





## Kehadiran Direksi, Dewan Komisaris, dan Pemegang Saham dalam RUPSLB Tahun Buku 2024

Attendance of Board of Directors, Board of Commissioners, and Shareholders in EGMS for Fiscal Year 2024

| Kehadiran<br>Attendance | Direksi<br>Board of Directors                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Dewan Komisaris<br>Board of Commissioners                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Pemegang Saham<br>Shareholders                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Hadir<br>Present        | <ul style="list-style-type: none"> <li>Budi Wahju Soesilo</li> <li>F. Purwanto</li> <li>Qomaruzzaman</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>D. Andhi Nirwanto</li> <li>Gustaaf AC Patty</li> <li>Sukardi Rinakit</li> <li>Eka Sastra</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>PT Pupuk Indonesia (Persero):</p> <ul style="list-style-type: none"> <li>Rahmad Pribadi</li> <li>Gusrizal</li> <li>Bob Indiarito</li> <li>Panji Winanteya Ruky</li> <li>Tri Wahyudi Saleh</li> <li>Jamsaton Nababan</li> </ul> <p>YKHT Pupuk Kaltim:</p> <ul style="list-style-type: none"> <li>Tri Wigatiningsih</li> <li>Sigit Pribadi</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Tidak Hadir<br>Absent   | <ul style="list-style-type: none"> <li>Hanggara Patrianta memberikan pelimpahan tugas-tugas Direktur Pengembangan kepada F. Purwanto selaku Direktur Operasi terhitung tanggal 27 Mei s.d. 24 Juli 2024, melalui surat No. 21092/D/SM/D10000/IT/2024 perihal Pelimpahan Tugas dalam rangka Cuti Ibadah.</li> <li>Hanggara Patrianta gave power of attorney to the Director of Development to F. Purwanto as Director of Operations from May 27 to July 24, 2024, through letter No. 21092/D/SM/D10000/IT/2024 regarding Delegation of Duties in the context of Religious Leave.</li> </ul> | <ul style="list-style-type: none"> <li>Sigit Hardwinarto memberikan kuasa kepada Gustaaf AC Patty melalui surat No. SKD-06/Dekom/VI.2024 tanggal 13 Juni 2024.</li> <li>Musthofa memberikan kuasa kepada D. Andhi Nirwanto melalui surat No. SKD-05/Dekom/VI.2024 tanggal 13 Juni 2024.</li> <li>Sigit Hardwinarto gave power of attorney to Gustaaf AC Patty through letter No. SKD-06/Dekom/VI.2024 dated June 13, 2024.</li> <li>Musthofa gave power of attorney to D. Andhi Nirwanto through letter No. SKD-05/Dekom/VI.2024 dated June 13, 2024.</li> </ul> | <p>PT Pupuk Indonesia (Persero):</p> <ul style="list-style-type: none"> <li>Tina Treestiana Kemala Intan memberikan kuasa kepada Gusrizal melalui surat No. 18633/A/SM/A0302/IT/2024 tanggal 6 Juni 2024 perihal Pelaksana tugas Direktur SDM.</li> <li>Wono Budi Tjahyono memberikan kuasa kepada Panji Winanteya Ruki melalui surat No. 17536/A/SM/B0000/IT/2024 29 Mei 2024 perihal Pelaksana tugas Direktur Keuangan.</li> <li>Ninis Kesuma Adriani memberikan kuasa kepada Jamsaton Nababan melalui surat No. 12/A/HK/1/D0300/KS/2024 tanggal 13 Juni 2024 perihal Pelaksana tugas Direktur Keuangan.</li> <li>Tina Treestiana Kemala Intan gave power of attorney to Gusrizal through letter No. 18633/A/SM/A0302/IT/2024 dated June 6, 2024 regarding Acting Director of HR.</li> <li>Wono Budi Tjahyono gave power of attorney to Panji Winanteya Ruki through letter No. 17536/A/SM/B0000/IT/2024 May 29, 2024 regarding Acting Director of Finance.</li> <li>Ninis Kesuma Adriani gave power of attorney to Jamsaton Nababan through letter No. 12/A/HK/1/D0300/KS/2024 dated June 13, 2024 concerning Acting Director of Finance.</li> </ul> |

Tahapan pelaksanaan RUPSLB Tahun 2024 dapat dilihat di bawah ini.

The stages of the implementation of the EGMS in 2024 can be seen below

## Tahapan Pelaksanaan RUPSLB Tahun 2024

Stages of the Implementation of the EGMS in 2024

| Tahapan<br>Stages                                    | RUPSLB Tahun 2024                                                                                                                                  | EGMS 2024                                                                                                                             |
|------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| Permintaan Pelaksanaan<br>Request for Implementation | Pada 12 Juni 2024, PT Pupuk Indonesia (Persero) menyampaikan permintaan pelaksanaan RUPSLB Tahun 2024 melalui surat No. 08526/D/TR/D11600/ET/2024. | On June 12, 2024, PT Pupuk Indonesia (Persero) submitted a request to hold an EGMS 2024 through letter No. 08526/D/TR/D11600/ET/2024. |
| Pemanggilan RUPS<br>GMS Summons                      | Pada 12 Juni 2024, Pupuk Kaltim melakukan pemanggilan RUPSLB Tahun 2024 melalui surat No. 08525/D/TR/D11000/ET/2024.                               | On June 12, 2024, Pupuk Kaltim issued a summons for an EGMS 2024 through letter No. 08525/D/TR/D11000/ET/2024.                        |
| Pelaksanaan RUPS<br>GMS Implementation               | RUPSLB Tahun 2024 dilaksanakan pada 13 Juni 2024 di Jakarta.                                                                                       | The EGMS 2024 was held on June 13, 2024 in Jakarta.                                                                                   |

| Tahapan Stages              | RUPSLB Tahun 2024                                                                                                                                | EGMS 2024                                                                                                                            |
|-----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| Risalah RUPS<br>GMS Minutes | Keputusan RUPSLB Tahun 2024 telah dituangkan melalui Akta No. 06 tanggal 13 Juni 2024 yang dibuat di hadapan Lumassia, notaris di Jakarta Pusat. | The decision of the EGMS 2024 has been stated in Deed No. 06 dated June 13, 2024, made before Lumassia, a notary in Central Jakarta. |

Adapun hasil keputusan RUPSLB Tahun 2024 dan tindak lanjutnya oleh Manajemen Perusahaan hingga akhir tahun 2024 adalah sebagai berikut.

The resolutions of the 2024 EGMS and the follow-up by the Company's Management until the end of 2024 are as follows.

|                                                                                |                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                  |
|--------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Agenda Mata Acara 1</b><br>Agenda 1                                         | Perubahan nomenklatur jabatan Direktur Perseroan.                                                                                                                                                                                                                         | Changes in the nomenclature of the Company's Director position.                                                                                                                                                                                                                                  |
| <b>Keputusan Mata Acara 1</b><br>Decision of Agenda 1                          | <ol style="list-style-type: none"> <li>Perubahan nomenklatur jabatan Direktur Perseroan dengan menambahkan jabatan Direktur Manajemen Risiko Perseroan.</li> <li>Penunjukan Qomaruzzaman untuk melaksanakan tugas sebagai Direktur Manajemen Risiko Perseroan.</li> </ol> | <ol style="list-style-type: none"> <li>Changes in the nomenclature of the Company's Director position by adding the position of Director of the Company's Risk Management.</li> <li>Appointment of Qomaruzzaman to carry out his duties as Director of the Company's Risk Management.</li> </ol> |
| <b>Tindak Lanjut atas Hasil Keputusan</b><br>Follow-up on the Decision Results | Susunan Anggota Dewan Direksi pasca ditutupnya rapat ini telah sesuai dengan keputusan rapat.                                                                                                                                                                             | The composition of the Board of Directors after the closing of this meeting is in accordance with the meeting's decision.                                                                                                                                                                        |

#### RUPSLB Tahun 2024

Berikut informasi penyelenggaraan RUPSLB Tahun 2024 tanggal 25 November 2024

#### EGMS 2024

The following is information on the implementation of the EGMS 2024 on November 25, 2024

|                                    |                                                  |                                                                  |
|------------------------------------|--------------------------------------------------|------------------------------------------------------------------|
| <b>Jenis Rapat</b><br>Meeting Type | RUPSLB Tahun 2024                                | EGMS 2024                                                        |
| <b>Hari/Tanggal</b><br>Day/Date    | Senin, 25 November 2024                          | Monday, November 25, 2024                                        |
| <b>Waktu</b><br>Time               | Pukul 11.00–11.30 WIB                            | 11.00–11.30 WIB                                                  |
| <b>Tempat</b><br>Place             | Gedung Pusri Lantai 3, Kemanggisan Jaya, Jakarta | Pusri Building Floor 3 <sup>rd</sup> , Kemanggisan Jaya, Jakarta |

Berikut rincian kehadiran Direksi, Dewan Komisaris, dan Pemegang Saham dalam RUPSLB Tahun Buku 2024:

The following are details of the attendance of the Board of Directors, Board of Commissioners, and Shareholders at the 2024 Fiscal Year EGMS:







### Kehadiran Direksi, Dewan Komisaris, dan Pemegang Saham dalam RUPSLB Tahun Buku 2024

Attendance of Board of Directors, Board of Commissioners, and Shareholders in EGMS for Fiscal Year 2024

| Kehadiran<br>Attendance | Direksi<br>Board of Directors                                                                                                               | Dewan Komisaris<br>Board of<br>Commissioners                                                                                                                                            | Pemegang Saham<br>Shareholders                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Undangan<br>Invitee                                                    |
|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|
| Hadir<br>Present        | <ul style="list-style-type: none"> <li>Budi Wahyu Soesilo</li> <li>F. Purwanto</li> <li>Hanggara Patrianta</li> <li>Qomaruzzaman</li> </ul> | <ul style="list-style-type: none"> <li>D. Andhi Nirwanto</li> <li>Sigit Hardwinarto</li> <li>Musthofa</li> <li>Gustaaf AC Patty</li> <li>Sukardi Rinakit</li> <li>Eka Sastra</li> </ul> | <p>PT Pupuk Indonesia (Persero):</p> <ul style="list-style-type: none"> <li>Rahmad Pribadi</li> <li>Bob Indiarito</li> <li>Wono Budi Tjahyono</li> <li>Tina Treestiana Kemala Intan</li> <li>Jamsaton Nababan</li> <li>Ninis Kesuma Adriani</li> </ul> <p>YKHT Pupuk Kaltim:</p> <ul style="list-style-type: none"> <li>Tri Wigatiningsih</li> <li>Aminah Hafsa Hamdi</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>Etha Rimba Paembonan</li> </ul> |
| Tidak Hadir<br>Absent   | –                                                                                                                                           | –                                                                                                                                                                                       | <p>PT Pupuk Indonesia (Persero):</p> <ul style="list-style-type: none"> <li>Gusrizal memberikan kuasa kepada Bob Indiarito melalui surat No. 22/A/HK/D0302/KS/2024 tanggal 25 November 2024</li> <li>Panji Winanteya Ruki memberikan kuasa kepada Wono Budi Tjahyono melalui surat No. 23/A/HK/D0302/KS/2024 25 November 2024</li> <li>Tri Wahyudi Saleh memberikan kuasa kepada Tina Treestiana Kemala Intan melalui surat No. 24/A/HK/D0302/KS/2024 tanggal 25 November 2024</li> <li>Gusrizal gave power of attorney to Bob Indiarito through letter No. 22/A/HK/D0302/KS/2024 dated November 25, 2024</li> <li>Panji Winanteya Ruki gave power of attorney to Wono Budi Tjahyono through letter No. 23/A/HK/D0302/KS/2024 November 25, 2024</li> <li>Tri Wahyudi Saleh gave power of attorney to Tina Treestiana Kemala Intan through letter No. 24/A/HK/D0302/KS/2024 dated November 25, 2024</li> </ul> | –                                                                      |

Tahapan pelaksanaan RUPSLB Tahun 2024 dapat dilihat di bawah ini.

The stages of the implementation of the EGMS in 2024 can be seen below

### Tahapan Pelaksanaan RUPSLB Tahun 2024

Stages of the Implementation of the EGMS in 2024

| Tahapan Stages                                   | RUPSLB Tahun 2024                                                                                                                                      | EGMS of 2024                                                                                                                                 |
|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| Pemintaan Pelaksanaan Request for Implementation | Pada 24 November 2024, PT Pupuk Indonesia (Persero) menyampaikan permintaan pelaksanaan RUPSLB Tahun 2024 melalui surat No. 17369/D/TR/D11000/ET/2024. | On November 24, 2024, PT Pupuk Indonesia (Persero) submitted a request to hold an EGMS of 2024 through letter No. 17369/D/TR/D11000/ET/2024. |
| Pemanggilan RUPS GMS Summons                     | Pada 24 November 2024, Pupuk Kaltim melakukan pemanggilan RUPSLB Tahun 2024 melalui surat No. 08525/D/TR/D11000/ET/2024.                               | On November 24, 2024, Pupuk Kaltim issued a summons for an EGMS of 2024 through letter No. 08525/D/TR/D11000/ET/2024.                        |
| Pelaksanaan RUPS GMS Implementation              | RUPSLB Tahun 2024 dilaksanakan pada 25 November 2024 di Jakarta.                                                                                       | The EGMS of 2024 was held on November 25, 2024 in Jakarta.                                                                                   |
| Risalah RUPS GMS Minutes                         | Keputusan RUPSLB Tahun 2024 telah dituangkan melalui Akta No. 03 tanggal 25 November 2024 yang dibuat di hadapan Lumassia, notaris di Jakarta Pusat.   | The decision of the EGMS of 2024 has been stated in Deed No. 03 dated November 25, 2024, made before Lumassia, a notary in Central Jakarta.  |

Adapun hasil keputusan RUPSLB Tahun 2024 dan tindak lanjutnya oleh Manajemen Perusahaan hingga akhir tahun 2024 adalah sebagai berikut.

The results of the decisions of the 2024 EGMS and the follow-up by the Company's Management until the end of 2024 are as follows.

|                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|--------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Agenda Mata Acara 1</b><br>Agenda 1                                         | Perubahan susunan anggota Dewan Komisaris Perseroan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Changes in the composition of the Company's Board of Commissioners                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Keputusan Mata Acara 1</b><br>Decision of Agenda 1                          | <ol style="list-style-type: none"> <li>Pemberhentian Sigit Hardwinarto sebagai Komisaris Independen dengan hormat serta ucapan terima kasih atas jasa dan sumbangsihnya terhadap Perseroan.</li> <li>Pengangkatan Etha Rimba Paembonan sebagai Komisaris Independen terhitung sejak rapat ini ditutup.</li> <li>Penegasan kembali susunan anggota Dewan Komisaris pada saat ditutupnya rapat, yaitu <ul style="list-style-type: none"> <li>Komisaris Utama: D. Andhi Nirwanto</li> <li>Komisaris Independen: Gustaaf AC Patty</li> <li>Komisaris Independen: Musthofa</li> <li>Komisaris Independen: Eka Sastra</li> <li>Komisaris Independen: Sukardi Rinakit</li> <li>Komisaris Independen: Etha Rimba Paembonan</li> </ul> </li> </ol> | <ol style="list-style-type: none"> <li>Dismissal of Sigit Hardwinarto as Independent Commissioner with honor and gratitude for his services and contributions to the Company.</li> <li>Appointment of Etha Rimba Paembonan as Independent Commissioner effective from the closing of this meeting.</li> <li>Reaffirmation of the composition of the Board of Commissioners at the time of the closing of the meeting, namely <ul style="list-style-type: none"> <li>President Commissioner: D. Andhi Nirwanto</li> <li>Independent Commissioner: Gustaaf AC Patty</li> <li>Independent Commissioner: Musthofa</li> <li>Independent Commissioner: Eka Sastra</li> <li>Independent Commissioner: Sukardi Rinakit</li> <li>Independent Commissioner: Etha Rimba Paembonan</li> </ul> </li> </ol> |
| <b>Tindak Lanjut atas Hasil Keputusan</b><br>Follow-up on the Decision Results | Susunan Anggota Dewan Komisaris pasca ditutupnya rapat ini telah sesuai dengan keputusan rapat.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | The composition of the Board of Commissioners after the closing of this meeting is in accordance with the meeting's decision.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |



**RUPSLB Tahun 2024**

Berikut informasi penyelenggaraan RUPSLB Tahun 2024 tanggal 4 Desember 2024.

**EGMS 2024**

The following is information on the implementation of the EGMS 2024 on December 4, 2024.

|                                    |                                                  |                                                                  |
|------------------------------------|--------------------------------------------------|------------------------------------------------------------------|
| <b>Jenis Rapat</b><br>Meeting Type | RUPSLB Tahun 2024                                | EGMS 2024                                                        |
| <b>Hari/Tanggal</b><br>Day/Date    | Rabu, 4 Desember 2024                            | Wednesday, December 4, 2024                                      |
| <b>Waktu</b><br>Time               | Pukul 14.20–14.50 WIB                            | 14.20–14.50 WIB                                                  |
| <b>Tempat</b><br>Place             | Gedung Pusri Lantai 3, Kemanggisan Jaya, Jakarta | Pusri Building Floor 3 <sup>rd</sup> , Kemanggisan Jaya, Jakarta |

Berikut rincian kehadiran Direksi, Dewan Komisaris, dan Pemegang Saham dalam RUPSLB Tahun Buku 2024:

The following are details of the attendance of the Board of Directors, Board of Commissioners, and Shareholders at the 2024 Fiscal Year EGMS:

**Kehadiran Direksi, Dewan Komisaris, dan Pemegang Saham dalam RUPSLB Tahun Buku 2024**

Attendance of Board of Directors, Board of Commissioners, and Shareholders in EGMS for Fiscal Year 2024

| <b>Kehadiran</b><br>Attendance | <b>Direksi</b><br>Board of Directors                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Dewan Komisaris</b><br>Board of Commissioners                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Pemegang Saham</b><br>Shareholders                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Hadir<br>Present               | <ul style="list-style-type: none"> <li>Budi Wahyu Soesilo</li> <li>F. Purwanto</li> <li>Qomaruzzaman</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>D. Andhi Nirwanto</li> <li>Musthofa</li> <li>Etha Rimba Paembonan</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <p>PT Pupuk Indonesia (Persero):</p> <ul style="list-style-type: none"> <li>Rahmad Pribadi</li> <li>Gusrizal</li> <li>Bob Indarto</li> <li>Wono Budi Tjahyono</li> <li>Panji Winanteya Ruki</li> <li>Tri Wahyudi Saleh</li> <li>Jamsaton Nababan</li> <li>Tina Treestiana Kemala Intan</li> <li>Ninis Kesuma Adriani</li> </ul> <p>YKHT Pupuk Kaltim:</p> <ul style="list-style-type: none"> <li>Tri Wigatiningsih</li> <li>Aminah Hafsah Hamdi</li> </ul> |
| Tidak hadir<br>Absent          | <ul style="list-style-type: none"> <li>Hanggara Patrianta memberikan pelimpahan tugas-tugas Direktur Pengembangan kepada F. Purwanto selaku Direktur Operasi terhitung tanggal 27 November s.d. 4 Desember 2024, melalui surat No. 52098/D/SM/DI0000/IT/2024 perihal Pelimpahan Tugas dalam rangka Perjalanan Dinas <i>Management Meeting</i> Proyek <i>Revamping Ammonia</i> Pabrik-2.</li> <li>Hanggara Patrianta delegated the duties of the Director of Development to F. Purwanto as Director of Operations from November 27 to December 4, 2024, through letter No. 52098/D/SM/DI0000/IT/2024 regarding the Delegation of Duties in the framework of the Management Meeting Service Trip for the Ammonia Plant-2 Revamping Project.</li> </ul> | <ul style="list-style-type: none"> <li>Eka Sastra memberikan kuasa kepada Musthofa melalui surat No. SKD-15/Dekom/XII.2024 tanggal 4 Desember 2024.</li> <li>Gustaaf AC Patty memberikan kuasa kepada Etha Rimba Paembonan melalui surat No. SKD-17/Dekom/XII.2024 tanggal 4 Desember 2024</li> <li>Sukardi Rinakit memberikan kuasa kepada D. Andhi Nirwanto melalui surat No. SKD-16/Dekom/XII.2024 tanggal 4 Desember 2024.</li> <li>Eka Sastra gave power of attorney to Musthofa through letter No. SKD-15/Dekom/XII.2024 dated December 4, 2024.</li> <li>Gustaaf AC Patty gave power of attorney to Etha Rimba Paembonan through letter No. SKD-17/Dekom/XII.2024 dated December 4, 2024</li> <li>Sukardi Rinakit gave power of attorney to D. Andhi Nirwanto through letter No. SKD-16/Dekom/XII.2024 dated December 4, 2024.</li> </ul> | –                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

Tahapan pelaksanaan RUPSLB Tahun 2024 dapat dilihat di bawah ini.

The stages of implementing the 2024 EGMS can be seen below.

### Tahapan Pelaksanaan RUPSLB Tahun 2024

Stages of Implementation of the 2024 EGMS

| Tahapan Stages                                       | RUPSLB Tahun 2024                                                                                                                                     | EGMS of 2024                                                                                                                             |
|------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| Permintaan Pelaksanaan<br>Request for Implementation | Pada 3 Desember 2024, PT Pupuk Indonesia (Persero) menyampaikan permintaan pelaksanaan RUPSLB Tahun 2024 melalui surat No. 17932/D/TR/D11000/ET/2024. | On December 3, 2024, PT Pupuk Indonesia (Persero) submitted a request to hold an EGMS 2024 through letter No. 17932/D/TR/D11000/ET/2024  |
| Pemanggilan RUPS<br>GMS Summons                      | Pada 3 Desember 2024, Pupuk Kaltim melakukan pemanggilan RUPSLB Tahun 2024 melalui surat No. 17932/D/TR/D11000/ET/2024.                               | On December 3, 2024, Pupuk Kaltim issued a summons for an EGMS 2024 through letter No. 17932/D/TR/D11000/ET/2024.                        |
| Pelaksanaan RUPS<br>GMS Implementation               | RUPSLB Tahun 2024 dilaksanakan pada 4 Desember 2024 di Jakarta.                                                                                       | The EGMS 2024 was held on December 4, 2024 in Jakarta.                                                                                   |
| Risalah RUPS<br>GMS Minutes                          | Keputusan RUPSLB Tahun 2024 telah dituangkan melalui Akta No. 03 tanggal 25 November 2024 yang dibuat di hadapan Lumassia, notaris di Jakarta Pusat.  | The decision of the EGMS 2024 has been stated in Deed No. 03 dated November 25, 2024, made before Lumassia, a notary in Central Jakarta. |

Adapun hasil keputusan RUPSLB Tahun 2024 dan tindak lanjutnya oleh Manajemen Perusahaan hingga akhir tahun 2024 adalah sebagai berikut.

The results of the decisions of the 2024 EGMS and the follow-up by the Company's Management until the end of 2024 are as follows.

|                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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| <b>Agenda Mata Acara 1</b><br>Agenda 1                                         | Perubahan klasifikasi saham Perseroan.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Changes in the Company's share classification.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Keputusan Mata Acara 1</b><br>Decision of Agenda 1                          | <ol style="list-style-type: none"> <li>Menyetujui perubahan klasifikasi saham Perseroan dari seluruhnya saham biasa menjadi 1 (satu) lembar saham Seri A Dwiwarna dan 17.599.999.999 (tujuh belas miliar lima ratus sembilan puluh sembilan juta sembilan ratus sembilan puluh sembilan ribu sembilan ratus sembilan puluh sembilan) lembar saham Seri B.</li> <li>Menyetujui hak-hak istimewa dari Pemegang Saham Seri A Dwiwarna, yaitu hak untuk menyetujui; <ol style="list-style-type: none"> <li>Pengangkatan anggota Direksi dan anggota Komisaris;</li> <li>Perubahan Anggaran Dasar;</li> <li>Perubahan struktur kepemilikan saham; dan</li> <li>Penggabungan, peleburan, pemisahan, dan pembubaran, serta pengambilalihan perusahaan oleh perusahaan lain.</li> </ol> </li> </ol> | <ol style="list-style-type: none"> <li>Approve the change in the Company's share classification from all common shares to 1 (one) Series A Dwiwarna share and 17,599,999,999 (seventeen billion five hundred ninety-nine million nine hundred ninety-nine thousand nine hundred ninety-nine) Series B shares.</li> <li>Approve the privileges of Series A Dwiwarna Shareholders, namely the right to approve; <ol style="list-style-type: none"> <li>Appointment of members of the Board of Directors and members of the Board of Commissioners;</li> <li>Changes to the Articles of Association;</li> <li>Changes to the share ownership structure; and</li> <li>Mergers, amalgamations, separations, and dissolutions, as well as takeovers of the company by other companies.</li> </ol> </li> </ol> |
| <b>Tindak Lanjut atas Hasil Keputusan</b><br>Follow-up on the Decision Results | Perubahan klasifikasi saham Perseroan telah disesuaikan dengan keputusan hasil rapat.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | The change in the Company's share classification has been adjusted to the decision of the meeting results.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |





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| <b>Agenda Mata Acara 2</b><br>Agenda 2                                         | Perubahan Anggaran Dasar Perseroan.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Changes to the Company's Articles of Association.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Keputusan Mata Acara 2</b><br>Decision of Agenda 2                          | <ol style="list-style-type: none"> <li>Menyetujui perubahan Anggaran Dasar Perseroan sebagai akibat dari adanya perubahan klasifikasi saham Perseroan dan hak-hak istimewa dari Pemegang Saham Seri A Dwiwarna.</li> <li>Memberikan kuasa dengan hak substitusi kepada Direktur Utama Perseroan untuk mewakili Pemegang Saham Perseroan untuk menyusun dan menyatakan kembali segala sesuatu mengenai perubahan pasal-pasal dalam Anggaran Dasar Perseroan sesuai dengan perubahan yang diputuskan dalam rapat ini di hadapan Notaris atau Pejabat yang berwenang bila diperlukan, serta menandatangani setiap akta atau setiap dokumen-dokumen yang terkait dengannya.</li> </ol>                                                                                          | <ol style="list-style-type: none"> <li>Approve the changes to the Company's Articles of Association as a result of changes to the Company's share classification and the privileges of Series A Dwiwarna Shareholders.</li> <li>Grant power of attorney with substitution rights to the Company's President Director to represent the Company's Shareholders to draft and restate everything regarding changes to the articles in the Company's Articles of Association in accordance with the changes decided in this meeting before a Notary or authorized Official if necessary, and sign every deed or every document related to it.</li> </ol>                                                                                                                                                                                                                                                                  |
| <b>Tindak Lanjut atas Hasil Keputusan</b><br>Follow-up on the Decision Results | <p>Perubahan Anggaran Dasar Perseroan sebagai berikut:</p> <ol style="list-style-type: none"> <li>Perubahan pasal 4 mengenai Modal</li> <li>Perubahan pasal 5 mengenai Saham</li> <li>Perubahan pasal 10 ayat 7 mengenai Direksi</li> <li>Perubahan pasal 11 ayat 2 huruf a butir 1), 2), dan 5) serta huruf b butir 2) mengenai tugas, wewenang dan kewajiban Direksi</li> <li>Perubahan Pasal 14 ayat (10) mengenai Dewan Komisaris</li> <li>Perubahan Pasal 25 mengenai Kuorum Hak Suara dan Keputusan</li> <li>Perubahan Pasal 28 mengenai Perubahan Anggaran Dasar</li> <li>Perubahan Pasal 29 mengenai Penggabungan, Peleburan, Pengambilalihan, Pemisahan dan Perubahan Bentuk Badan Hukum</li> <li>Perubahan Pasal 30 mengenai Pembubaran dan Likuidasi.</li> </ol> | <p>Changes to the Company's Articles of Association as follows:</p> <ol style="list-style-type: none"> <li>Changes to Article 4 regarding Capital</li> <li>Changes to Article 5 regarding Shares</li> <li>Changes to Article 10 paragraph 7 regarding the Board of Directors</li> <li>Changes to Article 11 paragraph 2 letter a points 1), 2), and 5) and letter b point 2) regarding the duties, authorities and obligations of the Board of Directors</li> <li>Changes to Article 14 paragraph (10) regarding the Board of Commissioners</li> <li>Changes to Article 25 regarding Voting Rights Quorum and Decisions</li> <li>Changes to Article 28 regarding Changes to the Articles of Association</li> <li>Changes to Article 29 regarding Mergers, Amalgamations, Acquisitions, Separations and Changes in Legal Entity Form</li> <li>Changes to Article 30 regarding Dissolution and Liquidation.</li> </ol> |
| <b>Agenda Mata Acara 3</b><br>Agenda 3                                         | Persetujuan Hibah Saham Seri A Dwiwarna kepada Negara Republik Indonesia.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Approval of Grant of Series A Dwiwarna Shares to the Republic of Indonesia.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Keputusan Mata Acara 3</b><br>Decision of Agenda 3                          | <ol style="list-style-type: none"> <li>Menyetujui pemindahan/pengalihan hak atas 1 (satu) lembar saham Perseroan yang dimiliki oleh PT Pupuk Indonesia (Persero) kepada Negara Republik Indonesia melalui hibah, dengan mengesampingkan berlakunya ketentuan Pasal 9 ayat (5) dan Pasal 9 ayat (6) dari Anggaran Dasar Perseroan.</li> <li>Sehubungan dengan hibah saham Seri A Dwiwarna kepada Negara Republik Indonesia tersebut, menyetujui perubahan struktur kepemilikan Saham di Perseroan sehingga menjadi sebagai berikut: <ol style="list-style-type: none"> <li>Negara Republik Indonesia sebanyak 1 (satu) saham Seri A Dwiwarna dengan nilai nominal sebesar Rp500 (lima ratus rupiah).</li> </ol> </li> </ol>                                                  | <ol style="list-style-type: none"> <li>Approved the transfer/assignment of rights to 1 (one) share of the Company owned by PT Pupuk Indonesia (Persero) to the Republic of Indonesia through a grant, by setting aside the provisions of Article 9 paragraph 5 and Article 9 paragraph 6 of the Company's Articles of Association.</li> <li>In connection with the grant of Series A Dwiwarna shares to the Republic of Indonesia, approved the change in the Share ownership structure in the Company to become as follows: <ol style="list-style-type: none"> <li>The Republic of Indonesia as much as 1 (one) Series A Dwiwarna share with a nominal value of Rp500,- (five hundred rupiah).</li> </ol> </li> </ol>                                                                                                                                                                                               |





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|                                                                                        | <p>b. Perusahaan Perseroan (Persero) Pupuk Indonesia sebanyak 17.599.812.012 (tujuh belas miliar lima ratus sembilan puluh sembilan juta delapan ratus dua belas ribu dua belas) saham Seri B dengan nilai nominal seluruhnya sebesar Rp8.799.906.006.000 (delapan triliun tujuh ratus sembilan puluh sembilan miliar sembilan ratus enam juta enam ribu rupiah).</p> <p>c. Yayasan Kesejahteraan Hari Tua Pupuk Kaltim, sebanyak 187.987 (seratus delapan puluh tujuh ribu sembilan ratus delapan puluh tujuh) saham Seri B dengan nilai nominal seluruhnya sebesar Rp93.993.500 (sembilan puluh tiga juta sembilan ratus sembilan puluh tiga ribu lima ratus rupiah).</p> | <p>b. Pupuk Indonesia Limited Liability Company (Persero) as many as 17,599,812,012 (seventeen billion five hundred ninety nine million eight hundred twelve thousand twelve) Series B shares with a total nominal value of Rp8,799,906,006,000 (eight trillion seven hundred ninety nine billion nine hundred six million six thousand rupiah).</p> <p>c. Pupuk Kaltim Old Age Welfare Foundation, as many as 187,987 (one hundred eighty seven thousand nine hundred eighty seven) Series B shares with a total nominal value of Rp93,993,500 (ninety three million nine hundred ninety three thousand five hundred rupiah).</p> |
| <p><b>Tindak Lanjut atas Hasil Keputusan</b><br/>Follow-up on the Decision Results</p> | <p>Perubahan kepemilikan Saham Seri A Dwiwarna kepada Negara Republik Indonesia telah ditetapkan sesuai dengan hasil keputusan rapat.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>The change in ownership of Series A Dwiwarna Shares to the Republic of Indonesia has been determined in accordance with the results of the meeting decision.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

## HASIL KEPUTUSAN RUPS YANG DISELENGGARAKAN DI TAHUN 2023 DAN PELAKSANAAN KEPUTUSAN RUPS OLEH MANAJEMEN

Sepanjang tahun 2023, Perusahaan menyelenggarakan 5 (lima) kali RUPS dengan rincian sebagai berikut:

1. RUPS RKAP dan RKA TJSL tanggal 27 Januari 2023 tentang RKAP dan RKA TJSL tahun buku 2023 PT Pupuk Kalimantan Timur;
2. RUPS Tahunan tanggal 8 Juni 2023 tentang Kinerja Tahun Buku 2022 PT Pupuk Kalimantan Timur;
3. RUPSLB tanggal 28 Juli 2023 tentang Pemberhentian dan Pengangkatan Anggota Direksi Perusahaan;
4. RUPSLB tanggal 12 Oktober 2023 tentang Pemberhentian dan Pengangkatan Anggota Dewan Komisaris Perusahaan;
5. RUPSLB tanggal 13 November 2023 tentang Perubahan Susunan Anggota Direksi Perusahaan.

Keputusan Pemegang Saham di tahun 2023 dan tindak lanjut yang dilakukan manajemen hingga akhir tahun 2024 atas keputusan Pemegang Saham tersebut disajikan di bawah ini.

## RESULTS OF GMS DECISIONS HELD IN 2023 AND IMPLEMENTATION OF GMS RESOLUTIONS BY THE MANAGEMENT

Throughout 2023, the Company held 5 (five) GMS with the following details:

1. GMS on RKAP and RKA TJSL dated January 27, 2023 concerning RKAP and RKA TJSL for the 2023 fiscal year of PT Pupuk Kalimantan Timur;
2. Annual GMS dated June 8, 2023 concerning Performance for the 2022 Fiscal Year of PT Pupuk Kalimantan Timur;
3. EGMS dated July 28, 2023 concerning Dismissal and Appointment of Members of the Company's Board of Directors;
4. EGMS dated October 12, 2023 concerning Dismissal and Appointment of Members of the Company's Board of Commissioners;
5. EGMS dated November 13, 2023 concerning Changes in the Composition of the Company's Board of Directors.

Shareholder decisions in 2023 and the follow-up actions taken by management until the end of 2024 on these shareholder decisions are presented below.





| Hasil Keputusan<br>Resolution                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Tindak Lanjut Manajemen<br>The Management's Follow Up                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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| <p><b>RUPS RKAP &amp; RKA TJSL Tahun 2023 tanggal 27 Januari 2023</b><br/>RUPS RKAP &amp; RKA TJSL 2023 dated January 27, 2023</p> <p>Mengesahkan dan menyetujui RKAP Pupuk Kaltim Tahun 2023 dan RKA TJSL yang telah disampaikan oleh Direksi Perusahaan dengan pokok-pokok sebagai berikut:</p> <ol style="list-style-type: none"> <li>Bidang Produksi;</li> <li>Bidang Pemasaran;</li> <li>Bidang Keuangan;</li> <li>Bidang SDM;</li> <li>Bidang Investasi;</li> <li>Program TJSL.</li> </ol> <p>Ratify and approve Pupuk Kaltim RKAP 2023 and RKA TJSL that have been submitted by the Company's Board of Directors with the following main points:</p> <ol style="list-style-type: none"> <li>Production Sector;</li> <li>Marketing Sector;</li> <li>Finance Sector;</li> <li>HR Sector;</li> <li>Investment Sector;</li> <li>TJSL Program.</li> </ol> | <p>Penetapan RKAP &amp; RKA TJSL Tahun 2022 Pupuk Kaltim sesuai hasil keputusan RUPS yang telah ditetapkan pada Akta RUPS RKAP &amp; RKA TJSL Tahun 2022 No. 09 Tanggal 27 Januari 2023 yang dibuat di hadapan Lumassia, Notaris di Jakarta.</p> <p>Determination of Pupuk Kaltim's 2022 RKAP &amp; RKA TJSL in accordance with the results of the GMS decisions that have been stipulated in the Deed of GMS RKAP &amp; RKA TJSL 2022 No. 09 dated January 27, 2023, made before Lumassia, Notary in Jakarta.</p> |
| <p>Menetapkan indikator aspek operasional pada tingkat kesehatan Perusahaan sebagai berikut:</p> <ol style="list-style-type: none"> <li>Pencapaian Produksi dengan bobot 5 (lima);</li> <li>Efisiensi pemakaian bahan baku dengan bobot 5 (lima);</li> <li>Produktivitas SDM dengan bobot 5 (lima).</li> </ol> <p>Establish operational aspect indicators at the Company's health level as follows:</p> <ol style="list-style-type: none"> <li>Production Achievement with a weight of 5 (five);</li> <li>Efficiency of raw material usage with a weight of 5 (five);</li> <li>HR productivity with a weight of 5 (five).</li> </ol>                                                                                                                                                                                                                        | <p>Indikator aspek operasional pada Tingkat Kesehatan Perusahaan tahun 2023 ditetapkan sebagai acuan dalam pencapaian target kinerja Perusahaan tahun 2023.</p> <p>Operational aspect indicators at the Company's Health Level in 2023 are determined as a reference in achieving the Company's performance targets in 2023.</p>                                                                                                                                                                                   |
| <p>Menyetujui dan mengesahkan Kontrak Manajemen KPI Direksi dan Dewan Komisaris dengan Pemegang Saham Tahun 2023.</p> <p>Approve and ratify the KPI Management Contract of the Board of Directors and Board of Commissioners with Shareholders in 2023.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <p>Kontrak Manajemen KPI Direksi dan Dewan Komisaris tahun 2023 menjadi indikator penilaian kinerja bagi Direksi dan Dewan Komisaris Perusahaan.</p> <p>The KPI Contract of the Board of Directors and Board of Commissioners in 2023 is an indicator for assessing the performance of the Company's Board of Directors and Board of Commissioners.</p>                                                                                                                                                            |
| <p>Menetapkan KPI Dewan Komisaris dalam melakukan pengawasan terhadap Direksi atas pelaksanaan RKAP Pupuk Kaltim Tahun 2023.</p> <p>Establishing the KPI of the Board of Commissioners in supervising the Board of Directors on the implementation of Pupuk Kaltim's 2023 RKAP.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <p>KPI Dewan Komisaris dalam melakukan pengawasan terhadap Direksi atas pelaksanaan RKAP Pupuk Kaltim Tahun 2023 menjadi acuan target kinerja bagi Dewan Komisaris.</p> <p>The KPI of the Board of Commissioners in supervising the Board of Directors on the implementation of Pupuk Kaltim's 2023 RKAP becomes a reference for performance targets for the Board of Commissioners.</p>                                                                                                                           |
| <p><b>RUPS Kinerja Tahunan tanggal 8 Juni 2023</b><br/>Annual GMS Performance on June 8, 2023</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <p>Menyetujui Laporan Tahunan Tahun Buku 2022 termasuk Laporan Tugas Pengawasan Dewan Komisaris serta mengesahkan Laporan Keuangan Konsolidasian Perusahaan untuk Tahun Buku 2022 yang telah diaudit oleh KAP Tanudiredja, Wibisana, Rintis dan Rekan (PwC) sesuai laporannya No. 0024/2.1025/AU.1/05/1122-3/1/III/2023 tanggal 7 Maret 2023 dengan pendapat "wajar dalam semua hal yang material" sekaligus memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (<i>volledig acquit et de charge</i>) kepada Direksi dan Dewan Komisaris atas tindakan pengurusan dan pengawasan Perusahaan yang telah dijalankan dalam Tahun Buku yang berakhir pada 31 Desember 2022.</p>                                                                                                                                                                      | <p>Persetujuan Laporan Tahunan Tahun Buku 2022 termasuk Laporan Tugas Pengawasan Dewan Komisaris serta Laporan Keuangan Konsolidasian Perusahaan untuk Tahun Buku 2022 telah dilembagakan dalam akta keputusan rapat ini.</p>                                                                                                                                                                                                                                                                                      |



| Hasil Keputusan<br>Resolution                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Tindak Lanjut Manajemen<br>The Management's Follow Up                                                                                                                                                                                                                                                                                                                                                                                                                   |
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| Approving the Annual Report for the 2022 Fiscal year including the Board of Commissioners' Supervisory Task Report and ratifying the Company's Consolidated Financial Statements for the 2022 Fiscal year audited by KAP Tanudiredja, Wibisana, Rintis and Rekan (PwC) in accordance with its report No. 0024/2.1025/AU.1/05/1122-3/1/III/2023 dated March 7, 2023 with the opinion of "fair in all material respects" while providing full release and discharge of responsibility (volledig acquit et de charge) to the Board of Directors and Board of Commissioners for the management and supervision of the Company that have been carried out in the fiscal year ending December 31, 2022.                                                                                            | Approval of the Annual Report for the 2022 Fiscal Year including the Board of Commissioners' Supervisory Task Report and the Company's Consolidated Financial Statements for the 2022 Fiscal Year has been institutionalized in the deed of decision of this meeting.                                                                                                                                                                                                   |
| Mengesahkan Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) Tahun Buku 2022 yang berakhir pada tanggal 31 Desember 2022 yang menjadi bagian dari Laporan Tanggung Jawab Sosial dan Lingkungan yang telah diaudit oleh Kantor Akuntan Publik (KAP) Tanudiredja, Wibisana, Rintis & Rekan sebagaimana dimuat dalam laporannya No. 00496/2.1025/AU.2/05/1122-3/1/III/2023 tanggal 30 Maret 2023, posisi keuangan PUMK Pupuk Kaltim tanggal 31 Desember 2022, Laporan aktivitas dan arus kasnya untuk tahun yang berakhir pada tanggal tersebut, serta memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya ( <i>volledig acquit et de charge</i> ) kepada Direksi dan Dewan Komisaris Perusahaan atas tindakan pengurusan dan pengawasan PUMK Tahun Buku 2022.   | Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) Tahun Buku 2022 telah disahkan oleh Pemegang Saham.                                                                                                                                                                                                                                                                                                                                               |
| Ratifying the Financial Report of the Micro and Small Business Funding Program (PUMK) for the 2022 Fiscal Year ending on December 31, 2022, which is part of the Social and Environmental Responsibility Report that has been audited by the Public Accounting Firm (KAP) Tanudiredja, Wibisana, Rintis & Rekan as stated in its report No. 00496/2.1025/AU.2/05/1122-3/1/III/2023 dated March 30, 2023, the financial position of PUMK Pupuk Kaltim as of December 31, 2022, its activity and cash flow report for the year ended on that date, and providing full release and discharge of responsibility ( <i>volledig acquit et de charge</i> ) to the Board of Directors and Board of Commissioners of the Company for the management and supervision of PUMK for the 2022 Fiscal Year. | The Financial Report of the Micro and Small Business Funding Program (PUMK) for the 2022 Fiscal Year has been approved by the Shareholders.                                                                                                                                                                                                                                                                                                                             |
| Menyetujui dan menetapkan penggunaan laba tahun berjalan konsolidasi yang dapat diatribusikan kepada pemilik entitas induk Perusahaan untuk tahun buku yang berakhir pada 31 Desember 2022, yaitu sebesar Rp14.593.719.000.000 (empat belas triliun lima ratus sembilan puluh tiga miliar tujuh ratus sembilan belas juta rupiah) dengan rincian sebagai berikut:<br>1. Dividen sebesar Rp8.750.000.000.000;<br>2. Sisanya ditetapkan sebagai cadangan.                                                                                                                                                                                                                                                                                                                                      | Pupuk Kaltim telah merealisasikan hasil keputusan rapat ini melalui pembayaran dividen dengan besaran sesuai hasil keputusan rapat ini. Realisasi pembayaran dividen dilakukan pada tanggal 3 Juli dan 6 Oktober 2023.                                                                                                                                                                                                                                                  |
| Approve and determine the use of consolidated current year profit attributable to owners of the parent entity of the Company for the fiscal year ending on December 31, 2022, amounting to Rp14,593,719,000,000 (fourteen trillion five hundred ninety three billion seven hundred nineteen million rupiah) with the following details:<br>1. Dividends amounting to Rp8,750,000,000,000;<br>2. The remainder is set aside as reserves.                                                                                                                                                                                                                                                                                                                                                      | Pupuk Kaltim has realized the results of this meeting's decisions through dividend payments in the amount according to the results of this meeting's decisions. The realization of dividend payments was made on July 3 and October 6, 2023.                                                                                                                                                                                                                            |
| 1. Tantiem untuk Direksi dan Dewan Komisaris Tahun Buku 2022 serta Gaji Direksi dan Honorarium Dewan Komisaris untuk Tahun Buku 2022 akan ditetapkan kemudian secara terpisah dan tersendiri oleh Pupuk Indonesia selaku Pemegang Saham mayoritas.<br>2. Menyetujui dan menetapkan jasa operasi karyawan atas kinerja Tahun Buku 2022.                                                                                                                                                                                                                                                                                                                                                                                                                                                       | PT Pupuk Indonesia (Persero) telah mengeluarkan surat No. 15616/A/SM/E10/ET/2023 tanggal 13 Juli 2023 perihal Penetapan Penghasilan Direksi dan Dewan Komisaris Pupuk Kaltim Tahun 2023.                                                                                                                                                                                                                                                                                |
| 1. Tantiem for the Board of Directors and Board of Commissioners for the 2022 Fiscal Year and the Salary of the Directors and Honorarium of the Board of Commissioners for the 2022 Fiscal Year will be determined later separately and individually by Pupuk Indonesia as the majority Shareholder.<br>2. Approve and determine employee operational services for the performance of the 2022 Fiscal Year.                                                                                                                                                                                                                                                                                                                                                                                  | Untuk jasa operasi karyawan, Perusahaan telah membayarkan seluruhnya dengan besaran sesuai hasil keputusan rapat ini.<br><br>PT Pupuk Indonesia (Persero) has issued letter No. 15616/A/SM/E10/ET/2023 dated July 13, 2023 concerning the Determination of Income for the Board of Directors and Board of Commissioners of Pupuk Kaltim in 2023.<br><br>For employee operational services, the Company has paid in full in accordance with the results of this meeting. |





| Hasil Keputusan<br>Resolution                                                                                                                                                                                                                                                                     | Tindak Lanjut Manajemen<br>The Management's Follow Up                                                                                                                                                                                                                                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Menunjuk kembali KAP Tanudiredja, Wibisana, Rintis dan Rekan (PwC) sebagai Kantor Akuntan Publik yang akan mengaudit Laporan Keuangan Konsolidasian Perusahaan dan Laporan Keuangan pelaksanaan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) Tahun Buku 2023.                             | Penunjukan KAP Tanudiredja, Wibisana, Rintis dan Rekan (PwC) sebagai Kantor Akuntan Publik yang akan mengaudit Laporan Keuangan Konsolidasian Perusahaan dan Laporan Keuangan pelaksanaan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) Tahun Buku 2023.                                 |
| Reappointing KAP Tanudiredja, Wibisana, Rintis and Rekan (PwC) as the Public Accounting Firm that will audit the Company's Consolidated Financial Statements and the Financial Statements for the Implementation of the Micro and Small Business Funding Program (PUMK) for the 2023 Fiscal Year. | Appointment of KAP Tanudiredja, Wibisana, Rintis and Rekan (PwC) as the Public Accounting Firm that will audit the Company's Consolidated Financial Statements and Financial Statements for the implementation of the Micro and Small Business Funding Program (PUMK) for the 2023 Fiscal Year. |

**RUPSLSB tanggal 28 Juli 2023 tentang Pemberhentian dan Pengangkatan Anggota Direksi Perusahaan**

EGMS dated July 28, 2023 concerning the Dismissal and Appointment of Members of the Company's Board of Directors

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> <li>Menunjuk surat dari Rahmad Pribadi tanggal 27 Juli 2023, menerima pengunduran diri Rahmad Pribadi dan oleh karena itu, memberhentikan dengan hormat Rahmad Pribadi sebagai Direktur Utama Perusahaan disertai ucapan terima kasih yang sebesar-besarnya atas jasa dan sumbangsihnya terhadap Perusahaan selama ini, terhitung sejak Rapat ditutup;</li> <li>Mengangkat Budi Wahyu Soesilo sebagai Direktur Utama Perusahaan terhitung sejak rapat ditutup untuk masa jabatan sesuai dengan ketentuan Anggaran Dasar Perusahaan dan dengan ketentuan dapat diberhentikan sewaktu-waktu sesuai dengan ketentuan Anggaran Dasar Perusahaan;</li> <li>Menegaskan kembali susunan Anggota Direksi Perusahaan pada saat ditutup Rapat, yaitu sebagai berikut: <ol style="list-style-type: none"> <li>Budi Wahyu Soesilo: Direktur Utama;</li> <li>Hanggara Patrianta: Direktur Operasi dan Produksi;</li> <li>Qomaruzzaman: Direktur Keuangan dan Umum.</li> </ol> </li> </ol>                                                                                              | <p>Susunan Anggota Direksi pasca ditutupnya rapat ini telah sesuai dengan keputusan rapat.</p>                                   |
| <ol style="list-style-type: none"> <li>Appointing a letter from Rahmad Pribadi dated July 27, 2023, accepting Rahmad Pribadi's resignation and therefore honorably dismissing Rahmad Pribadi as the Company's President Director accompanied by the greatest gratitude for his services and contributions to the Company so far, effective since the Meeting was closed;</li> <li>Appointing Budi Wahyu Soesilo as the Company's President Director effective since the meeting was closed for a term of office in accordance with the provisions of the Company's Articles of Association and with the provision that he can be dismissed at any time in accordance with the provisions of the Company's Articles of Association;</li> <li>Reaffirming the composition of the Company's Board of Directors at the time the Meeting was closed, namely as follows: <ol style="list-style-type: none"> <li>Budi Wahyu Soesilo: President Director;</li> <li>Hanggara Patrianta: Director of Operations and Production;</li> <li>Qomaruzzaman: Director of Finance and General Affairs.</li> </ol> </li> </ol> | <p>The composition of the Board of Directors after the closing of this meeting is in accordance with the meeting's decision.</p> |

**RUPSLSB tanggal 12 Oktober 2023 tentang Pemberhentian dan Pengangkatan Anggota Dewan Komisaris Perusahaan**

EGMS dated 12 October 2023 concerning the Dismissal and Appointment of Members of the Company's Board of Commissioners

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> <li>Memberhentikan dengan hormat Kasdi Subagyono sebagai Komisaris Utama Perusahaan disertai ucapan terima kasih yang sebesar-besarnya atas jasa dan sumbangsihnya terhadap Perusahaan selama ini, terhitung sejak rapat ditutup;</li> <li>Menunjuk Eka Sastra untuk melaksanakan tugas sebagai Komisaris Utama Perusahaan dengan kekuasaan dan wewenang yang sama sebagai Komisaris Utama selain melaksanakan tugasnya sebagai Komisaris Independen Perusahaan terhitung sejak Rapat ditutup sampai dengan ditetapkannya Komisaris Utama Perusahaan yang definitif, dengan ketentuan penunjukan tersebut dapat sewaktu waktu ditarik kembali oleh Rapat Umum Pemegang Saham Perusahaan;</li> <li>Menegaskan kembali susunan Anggota Dewan Komisaris Perusahaan pada saat ditutupnya Rapat, yaitu sebagai berikut: <ol style="list-style-type: none"> <li>Eka Sastra: Sebagai Pelaksana Tugas Komisaris Utama merangkap sebagai Komisaris Independen;</li> <li>Gustaaf AC Patty: Komisaris;</li> <li>Musthofa: Komisaris;</li> <li>Sigit Hardwinarto: Komisaris;</li> <li>Sukardi Rinakit: Komisaris Independen.</li> </ol> </li> </ol> | <p>Susunan Dewan Komisaris pasca ditutupnya rapat ini telah sesuai dengan keputusan rapat.</p> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|



| Hasil Keputusan<br>Resolution                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Tindak Lanjut Manajemen<br>The Management's Follow Up                                                                                |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> <li>Honorably dismiss Kasdi Subagyo as the Company's President Commissioner with the greatest gratitude for his services and contributions to the Company so far, effective since the meeting was closed;</li> <li>Appoint Eka Sastra to carry out his duties as the Company's President Commissioner with the same power and authority as the President Commissioner in addition to carrying out his duties as the Company's Independent Commissioner effective since the Meeting was closed until the determination of the Company's definitive President Commissioner, with the provision that the appointment may be withdrawn at any time by the Company's General Meeting of Shareholders;</li> <li>Reaffirm the composition of the Company's Board of Commissioners at the time the Meeting was closed, namely as follows: <ol style="list-style-type: none"> <li>Eka Sastra: As Acting President Commissioner concurrently serving as Independent Commissioner;</li> <li>Gustaaf AC Patty: Commissioner;</li> <li>Musthofa: Commissioner;</li> <li>Sigit Hardwinarto: Commissioner;</li> <li>Sukardi Rinakit: Independent Commissioner.</li> </ol> </li> </ol>                       | <p>The composition of the Board of Commissioners after the closing of this meeting is in accordance with the meeting's decision.</p> |
| <p><b>RUPSIB tanggal 13 November 2023 tentang Perubahan Susunan Anggota Direksi Perusahaan</b><br/>EGMS on November 13, 2023 concerning Changes in the Composition of the Company's Board of Directors</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                      |
| <ol style="list-style-type: none"> <li>Mengubah nomenklatur jabatan Direksi Perusahaan yang semula Direktur Operasi dan Produksi menjadi Direktur Operasi;</li> <li>Mengalihkan penugasan Hanggara Partianta semula sebagai Direktur Operasi dan Produksi Perusahaan menjadi Direktur Pengembangan Perusahaan, dengan masa jabatan meneruskan sisa masa jabatannya berdasarkan akta pengangkatan;</li> <li>Mengangkat Franciskus Purwanto sebagai Direktur Operasi Perusahaan terhitung sejak rapat ditutup untuk masa jabatan sesuai dengan ketentuan Anggaran Dasar Perusahaan, dan dengan ketentuan dapat diberhentikan sewaktu-waktu sesuai dengan ketentuan Anggaran Dasar Perusahaan;</li> <li>Menegaskan kembali susunan Anggota Direksi Perusahaan pada saat rapat ditutup yaitu sebagai berikut: <ol style="list-style-type: none"> <li>Budi Wahyu Soesilo: Direktur Utama;</li> <li>Qomaruzzaman: Direktur Keuangan dan Umum;</li> <li>Hanggara Patrianta: Direktur Pengembangan;</li> <li>Franciskus Purwanto: Direktur Operasi.</li> </ol> </li> </ol>                                                                                                                                                              | <p>Susunan Anggota Direksi pasca ditutupnya rapat ini telah sesuai dengan keputusan rapat.</p>                                       |
| <ol style="list-style-type: none"> <li>Changing the nomenclature of the Company's Board of Directors position from Director of Operations and Production to Director of Operations;</li> <li>Transferring the assignment of Hanggara Partianta from Director of Operations and Production to Director of Company Development, with a term of office continuing the remainder of his term of office based on the deed of appointment;</li> <li>Appointing Franciskus Purwanto as Director of Operations of the Company effective from the time the meeting was closed for a term of office in accordance with the provisions of the Company's Articles of Association, and with the provision that he may be dismissed at any time in accordance with the provisions of the Company's Articles of Association;</li> <li>Reaffirming the composition of the Company's Board of Directors at the time the meeting was closed, namely as follows: <ol style="list-style-type: none"> <li>Budi Wahyu Soesilo: President Director;</li> <li>Qomaruzzaman: Director of Finance and General Affairs;</li> <li>Hanggara Patrianta: Director of Development;</li> <li>Franciskus Purwanto: Director of Operations.</li> </ol> </li> </ol> | <p>The composition of the Board of Directors after the closing of this meeting is in accordance with the meeting's decision.</p>     |







# Dewan Komisaris

## Board of Commissioners

Dewan Komisaris Perusahaan memiliki fungsi untuk melakukan pengawasan secara umum dan/atau khusus sesuai dengan Anggaran Dasar Perusahaan serta memberikan nasihat kepada Direksi. Adapun pengawasan dan pemberian nasihat oleh Dewan Komisaris Perusahaan adalah terkait dengan pengelolaan Perusahaan, termasuk penerapan GCG.

### DASAR HUKUM PENGANGKATAN

Dasar hukum pengangkatan Dewan Komisaris Pupuk Kaltim adalah sebagai berikut:

1. Undang-Undang RI No. 40 Tahun 2007 tentang Perseroan Terbatas;
2. Peraturan Menteri BUMN RI No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN;
3. Peraturan Menteri BUMN RI No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia BUMN;
4. Surat Edaran PT Pupuk Indonesia (Persero) No. SE-08/XI/2012 tentang Pedoman Pelaksanaan Penerapan Tata Kelola Perusahaan yang Baik di Lingkungan Anak Perusahaan PT Pupuk Indonesia (Persero); dan
5. Anggaran Dasar Perusahaan PT Pupuk Kalimantan Timur.

### KETENTUAN MASA JABATAN

Masa jabatan anggota Dewan Komisaris adalah 1 (satu) periode atau setara dengan 5 (lima) tahun terhitung sejak tanggal Rapat Umum Pemegang Saham (RUPS), yang pada tahun 2020 ditetapkan melalui RUPSLB terkait pengangkatan. Namun demikian, anggota Dewan Komisaris dapat diberhentikan sewaktu-waktu berdasarkan keputusan RUPS. Setelah masa jabatannya berakhir, anggota Dewan Komisaris tersebut dapat diangkat kembali untuk 1 (satu) kali masa jabatan.

Ketentuan ini juga berlaku untuk Komisaris Independen yang diangkat sesuai keputusan RUPSLB.

### KOMPOSISI DAN SUSUNAN DEWAN KOMISARIS

Sepanjang tahun 2024, terdapat perubahan susunan dan komposisi Dewan Komisaris berdasarkan keputusan Pemegang Saham. Berikut disampaikan kronologis perubahan susunan Dewan Komisaris di sepanjang tahun 2024, dan susunan Dewan Komisaris di akhir tahun 2024.

The Company's Board of Commissioners has the function of carrying out general and/or specific supervision in accordance with the Company's Articles of Association and providing advice to the Board of Directors. The supervision and provision of advice by the Company's Board of Commissioners are related to the management of the Company, including the implementation of GCG.

### LEGAL BASIS FOR APPOINTMENT

The legal basis for the appointment of the Board of Commissioners of Pupuk Kaltim is as follows:

1. Law of the Republic of Indonesia No. 40 of 2007 concerning Limited Liability Companies;
2. Regulation of the Minister of SOEs of the Republic of Indonesia No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of SOEs;
3. Regulation of the Minister of SOEs of the Republic of Indonesia No. PER-3/MBU/03/2023 concerning SOE Organs and Human Resources;
4. Circular Letter of PT Pupuk Indonesia (Persero) No. SE-08/XI/2012 concerning Guidelines for the Implementation of Good Corporate Governance in the Subsidiary Environment of PT Pupuk Indonesia (Persero); and
5. Articles of Association of PT Pupuk Kalimantan Timur.

### PROVISION ON TERM OF OFFICE

The term of office of members of the Board of Commissioners is 1 (one) period or equivalent to 5 (five) years from the date of the General Meeting of Shareholders (GMS), which in 2020 was determined through an EGMS regarding the appointment. However, members of the Board of Commissioners may be dismissed at any time based on the decision of the GMS. After their term of office ends, the members of the Board of Commissioners may be reappointed for 1 (one) term of office.

This provision also applies to Independent Commissioners appointed in accordance with the decision of the EGMS.

### COMPOSITION AND STRUCTURE OF THE BOARD OF COMMISSIONERS

Throughout 2024, there were changes to the composition and structure of the Board of Commissioners based on decisions of Shareholders. The following is a chronology of changes in the composition of the Board of Commissioners throughout 2024, and the composition of the Board of Commissioners at the end of 2024.

## Kronologi Perubahan Susunan Dewan Komisaris

Chronology of Changes in the Structure of the Board of Commissioners

| Periode 1 Januari s.d 4 Januari 2024<br>Period January 1 to January 4, 2024 |                                                                                                      | Periode 4 Januari s.d 31 Mei 2024<br>Period January 4 to May 31, 2024 |                                               | Periode 31 Mei s.d 25 November 2024<br>Period May 31 to November 25, 2024 |                                               | Periode 25 November s.d 31 Desember 2024<br>Period November 25 to December 31, 2024 |                                               |
|-----------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|-----------------------------------------------|---------------------------------------------------------------------------|-----------------------------------------------|-------------------------------------------------------------------------------------|-----------------------------------------------|
| Nama Name                                                                   | Jabatan Position                                                                                     | Nama Name                                                             | Jabatan Position                              | Nama Name                                                                 | Jabatan Position                              | Nama Name                                                                           | Jabatan Position                              |
| Sigit Hardwinarto                                                           | Komisaris Commissioner                                                                               | Sigit Hardwinarto                                                     | Komisaris Commissioner                        | Sigit Hardwinarto                                                         | Komisaris Independen Independent Commissioner |                                                                                     |                                               |
| Musthofa                                                                    | Komisaris Commissioner                                                                               | Musthofa                                                              | Komisaris Commissioner                        | Musthofa                                                                  | Komisaris Independen Independent Commissioner | Musthofa                                                                            | Komisaris Independen Independent Commissioner |
| Gustaaf AC Patty                                                            | Komisaris Commissioner                                                                               | Gustaaf AC Patty                                                      | Komisaris Commissioner                        | Gustaaf AC Patty                                                          | Komisaris Independen Independent Commissioner | Gustaaf AC Patty                                                                    | Komisaris Independen Independent Commissioner |
| Sukardi Rinakit                                                             | Komisaris Independen Independent Commissioner                                                        | Sukardi Rinakit                                                       | Komisaris Independen Independent Commissioner | Sukardi Rinakit                                                           | Komisaris Independen Independent Commissioner | Sukardi Rinakit                                                                     | Komisaris Independen Independent Commissioner |
| Eka Sastra                                                                  | Plt. Komisaris Utama/Komisaris Independen Acting of President Commissioner/ Independent Commissioner | Eka Sastra                                                            | Komisaris Independen Independent Commissioner | Eka Sastra                                                                | Komisaris Independen Independent Commissioner | Eka Sastra                                                                          | Komisaris Independen Independent Commissioner |
|                                                                             |                                                                                                      | D. Andhi Nirwanto                                                     | Komisaris Utama President Commissioner        | D. Andhi Nirwanto                                                         | Komisaris Utama President Commissioner        | D. Andhi Nirwanto                                                                   | Komisaris Utama President Commissioner        |
|                                                                             |                                                                                                      |                                                                       |                                               |                                                                           |                                               | Etha Rimba Paembonan                                                                | Komisaris Independen Independent Commissioner |

Keterangan:

1. Sigit Hardwinarto berhenti menjabat sebagai Komisaris berdasarkan keputusan RUPSLB tanggal 25 November 2024.
2. Sigit Hardwinarto ditetapkan sebagai Komisaris Independen berdasarkan Keputusan RUPSLB tanggal 3 Juni 2024.
3. Musthofa ditetapkan sebagai Komisaris Independen berdasarkan Keputusan RUPSLB tanggal 3 Juni 2024.
4. Gustaaf AC Patty ditetapkan sebagai Komisaris Independen berdasarkan Keputusan RUPSLB tanggal 3 Juni 2024.
5. Berdasarkan RUPSLB No. 01 tanggal 3 Juni 2024 Sukardi Rinakit kembali diangkat untuk masa jabatan kedua.
6. Eka Sastra menjabat sebagai Plt. Komisaris Utama berdasarkan keputusan RUPSLB tanggal 12 Oktober 2023. Jabatan tersebut berakhir dengan pengangkatan D. Andhi Nirwanto sebagai Komisaris Utama berdasarkan keputusan RUPSLB tanggal 4 Januari 2024.
7. D. Andhi Nirwanto menjabat Komisaris Utama berdasarkan keputusan RUPSLB tanggal 4 Januari 2024.
8. Etha Rimba Paembonan menjabat Komisaris Independen berdasarkan keputusan RUPSLB tanggal 25 November 2024.

Description:

1. Sigit Hardwinarto ceased to serve as Commissioner based on the resolution of the EGMS dated November 25, 2024.
2. Sigit Hardwinarto was appointed as Independent Commissioner based on the resolution of the EGMS dated June 3, 2024.
3. Musthofa was appointed as Independent Commissioner based on the resolution of the EGMS dated June 3, 2024.
4. Gustaaf AC Patty was appointed as Independent Commissioner based on the EGMS Resolution dated June 3, 2024.
5. Based on EGMS No. 01 dated June 3, 2024 Sukardi Rinakit was re-appointed for a second term.
6. Eka Sastra served as Acting. President Commissioner based on the resolution of the EGMS dated October 12, 2023. The position ended with the appointment of D. Andhi Nirwanto as President Commissioner based on the resolution of the EGMS dated January 4, 2024.
7. D. Andhi Nirwanto served as President Commissioner based on the resolution of the EGMS dated January 4, 2024.
8. Etha Rimba Paembonan serves as Independent Commissioner based on the resolution of the EGMS dated November 25, 2024.

## Susunan Dewan Komisaris per 31 Desember 2024

Structure of the Board of Commissioners as of December 31, 2024

| Nama Name         | Jabatan Position                              | Dasar Pengangkatan Legal Basis of Appointment                      | Masa Jabatan dan Periode Jabatan Term of Office and Period of Office                                |
|-------------------|-----------------------------------------------|--------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|
| D. Andhi Nirwanto | Komisaris Utama President Commissioner        | Keputusan RUPSLB 4 Januari 2024 Resolution of EGMS January 4, 2024 | 4 Januari 2024 s.d 24 Januari 2029, Periode Pertama January 4, 2024 to January 24, 2029, First Term |
| Musthofa          | Komisaris Independen Independent Commissioner | Keputusan RUPSLB 23 April 2020 Resolution of EGMS April 23, 2020   | 23 April 2020 s.d 22 April 2025, Periode Pertama April 23, 2020 to April 25, 2025, First Term       |





| Nama<br>Name         | Jabatan<br>Position                                                                                         | Dasar Pengangkatan<br>Legal Basis of Appointment                                                                                                                                                                                                                                               | Masa Jabatan dan Periode<br>Jabatan<br>Term of Office and Period of Office                                                                                                                                                                              |
|----------------------|-------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Gustaaf AC Patty     | Komisaris Independen<br>Independent Commissioner                                                            | Keputusan RUPSLB 25 Agustus 2020<br>Resolution of EGMS August 25, 2020                                                                                                                                                                                                                         | 25 Agustus 2020 s.d 25 Agustus 2025, Periode Pertama<br>August 25, 2020 to August 25, 2025, First Term                                                                                                                                                  |
| Etha Rimba Paembonan | Komisaris Independen<br>Independent Commissioner                                                            | Keputusan RUPSLB 25 November 2024<br>Resolution of EGMS November 25, 2024                                                                                                                                                                                                                      | 25 November 2024 s.d 25 November 2029, Periode Pertama<br>November 25, 2024 to November 25, 2029, First Term                                                                                                                                            |
| Sukardi Rinakit      | Komisaris Independen<br>Independent Commissioner                                                            | <ul style="list-style-type: none"> <li>• Periode Kedua: Keputusan RUPS No. 01 tanggal 3 Juni 2024</li> <li>• Periode Pertama: Keputusan RUPSLB 31 Mei 2019</li> <li>• Second Period: GMS Resolution No. 01 dated June 3, 2024</li> <li>• First Period: EGMS Resolution May 31, 2019</li> </ul> | <ul style="list-style-type: none"> <li>• 31 Mei 2024–31 Mei 2029, Periode Kedua</li> <li>• 31 Mei 2019–31 Mei 2024, Periode Pertama</li> <li>• May 31, 2024 to May 31, 2029, Second Term</li> <li>• May 31, 2019 to May 31, 2024, First Term</li> </ul> |
| Eka Sastra           | Plt. Komisaris Utama/<br>Komisaris Independen<br>Act. President<br>Commissioner/Independent<br>Commissioner | Keputusan RUPSLB 25 Agustus 2020<br>EGMS Resolution August 25, 2020                                                                                                                                                                                                                            | 25 Agustus 2020 s.d 25 Agustus 2025, Periode Pertama<br>August 25, 2020 to August 25, 2025, First Term                                                                                                                                                  |

Pada tanggal 22 April 2025, Musthofa selaku Komisaris Independen Perusahaan telah memasuki masa akhir jabatannya sejak pengangkatannya pada 23 April 2020 dan tidak lagi menjabat sebagai Komisaris Independen. Profil masing-masing Dewan Komisaris dapat dilihat pada bab Profil Perusahaan dalam Laporan Tahunan ini.

### KOMISARIS INDEPENDEN

Pupuk Kaltim adalah bagian dari *Holding* BUMN Pupuk yang tidak menawarkan saham ke publik (*non-listed*). Dengan demikian, peraturan yang menjadi acuan Perusahaan terkait dengan Komisaris Independen adalah Peraturan Menteri BUMN RI No. PER-2/MBU/03/2023 Pasal 15 dan Anggaran Dasar yang menyebutkan komposisi Dewan Komisaris paling sedikit 20% merupakan anggota Dewan Komisaris Independen.

Komisaris Independen merupakan anggota Dewan Komisaris yang tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham, dan/atau hubungan keluarga dengan anggota Dewan Komisaris lainnya, anggota Direksi, dan/atau Pemegang Saham Pengendali atas hubungan dengan perusahaan yang bersangkutan.

Pupuk Kaltim memiliki 2 (dua) orang Komisaris Independen, yaitu Sukardi Rinakit yang diangkat berdasarkan Keputusan RUPSLB pada tanggal 31 Mei 2019 dan Eka Sastra yang diangkat berdasarkan Keputusan RUPSLB pada 25 Agustus 2020. Pada tanggal 3 Juni 2024, Musthofa, Gustaaf AC Patty, dan Sigit Hardwinarto diangkat menjadi Komisaris Independen. Selanjutnya pada tanggal 25 November 2024, Etha Rimba Paembonan diangkat menjadi Komisaris Independen menggantikan Sigit Hardwinarto. Dengan demikian, dari 6 (enam) anggota Dewan Komisaris, 5

On April 22, 2025, Musthofa as Independent Commissioner of the Company has reached the end of his term of office since his appointment on April 23, 2020 and no longer serves as Independent Commissioner. The profiles of each member of the Board of Commissioners can be found in the Company Profile section of this report.

### INDEPENDENT COMMISSIONER

Pupuk Kaltim is part of the BUMN Pupuk Holding which does not offer shares to the public (*non-listed*). Thus, the regulations that are the Company's reference regarding Independent Commissioners are the Regulation of the Minister of SOEs of the Republic of Indonesia No. PER-2/MBU/03/2023 Article 15 and the Articles of Association which state that the composition of the Board of Commissioners must be at least 20% members of the Independent Board of Commissioners.

Independent Commissioners are members of the Board of Commissioners who have no financial, managerial, share ownership, or familial ties with other members of the Board of Commissioners, the Board of Directors, and/or the Controlling Shareholders of the Company.

Pupuk Kaltim has 2 (two) Independent Commissioners, namely Sukardi Rinakit who was appointed based on the Resolution of the EGMS on May 31, 2019 and Eka Sastra who was appointed based on the Resolution of the EGMS on August 25, 2020. On June 3, 2024, Musthofa, Gustaaf AC Patty, and Sigit Hardwinarto were appointed as Independent Commissioners. Furthermore, on November 25, 2024, Etha Rimba Paembonan was appointed as Independent Commissioner replacing Sigit Hardwinarto. Thus, of the 6 (six) members of the Board of Commissioners,

(lima) orang di antaranya atau sebesar 83% merupakan Komisaris Independen, sehingga telah memenuhi jumlah minimal Komisaris Independen yang diatur dalam peraturan yang berlaku.

Berdasarkan *Board Manual*, untuk dapat diangkat menjadi Komisaris Independen, selain harus memenuhi persyaratan formal dan materiil, juga harus memenuhi persyaratan independensi. Pemenuhan kriteria independensi Komisaris Independen dapat dilihat di bawah ini.

5 (five) of them or 83% are Independent Commissioners, thus fulfilling the minimum number of Independent Commissioners stipulated in the applicable regulations.

Based on the Board Manual, to be appointed as an Independent Commissioner, in addition to having to meet formal and material requirements, one must also meet independence requirements. Fulfillment of the criteria for the independence of Independent Commissioners can be seen below.

### Pernyataan Independensi Komisaris Independen Pupuk Kaltim

Independence Statement of Independent Commissioner of Pupuk Kaltim

| Kriteria Independensi<br>Independence Criteria                                                                                                                                                                                                                                                                                                                                                    | Musthofa | Gustaaf AC<br>Patty | Sukardi<br>Rinakit | Eka Sastra | Etha Rimba<br>Paembonan |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------------|--------------------|------------|-------------------------|
| Tidak memiliki hubungan afiliasi dengan Direktur dan/atau anggota Dewan Komisaris lain di Pupuk Kaltim.<br>Has no affiliation with other Directors and/or members of the Board of Commissioners at Pupuk Kaltim.                                                                                                                                                                                  | ✓        | ✓                   | ✓                  | ✓          | ✓                       |
| Tidak menjabat sebagai Direksi di Perusahaan yang terafiliasi dengan Pupuk Kaltim.<br>Not serving as Directors in companies affiliated with Pupuk Kaltim.                                                                                                                                                                                                                                         | ✓        | ✓                   | ✓                  | ✓          | ✓                       |
| Tidak bekerja pada lembaga pemerintahan dalam kurun waktu 3 (tiga) tahun terakhir.<br>Not working in government institutions within the last 3 (three) years.                                                                                                                                                                                                                                     | ✓        | ✓                   | ✓                  | ✓          | ✓                       |
| Tidak bekerja di Pupuk Kaltim atau afiliasinya dalam kurun waktu 3 (tiga) tahun terakhir.<br>Not working in Pupuk Kaltim or its affiliates within the last 3 (three) years.                                                                                                                                                                                                                       | ✓        | ✓                   | ✓                  | ✓          | ✓                       |
| Tidak memiliki keterkaitan finansial, baik langsung maupun tidak langsung dengan Pupuk Kaltim atau perusahaan lain yang menyediakan jasa dan produk kepada Pupuk Kaltim dan afiliasinya.<br>Have no financial relationship, either directly or indirectly, with Pupuk Kaltim or other companies that provide services and products to Pupuk Kaltim and its affiliates.                            | ✓        | ✓                   | ✓                  | ✓          | ✓                       |
| Bebas dari kepentingan dan aktivitas bisnis atau hubungan lain yang dapat menghalangi atau mengganggu kemampuan Dewan Komisaris untuk bertindak atau berpikir secara bebas di lingkup Pupuk Kaltim.<br>Free from interests and business activities or other relationships that may hinder or interfere with the ability of the Board of Commissioners to act or think freely within Pupuk Kaltim. | ✓        | ✓                   | ✓                  | ✓          | ✓                       |

### INDEPENDENSI DEWAN KOMISARIS

Sebagai representasi dari kepentingan pemegang saham, fungsi utama Dewan Komisaris menjalankan peran pengawasan agar pengelolaan Perusahaan yang dilakukan Direksi dapat berjalan pada prinsip-prinsip *prudent* dan menjunjung tinggi akuntabilitas. Setiap anggota Dewan Komisaris membuat pernyataan independensi pada tiap awal tahun untuk menyatakan independensinya sebagai wujud dari pelaksanaan etika jabatan. Pada akhir tahun, Dewan Komisaris juga membuat surat pernyataan untuk menyatakan apakah selama setahun terakhir terdapat situasi yang memiliki benturan kepentingan oleh Dewan Komisaris atas tindakan yang dilakukan.

### INDEPENDENCE OF THE BOARD OF COMMISSIONERS

As representatives of shareholder interests, the Board of Commissioners primarily serves to oversee the Company's management by the Board of Directors, ensuring adherence to prudent principles and a strong commitment to accountability. Each member of the Board of Commissioners makes a statement of independence at the beginning of each year to declare their independence as a manifestation of the implementation of job ethics. At the end of the year, the Board of Commissioners also makes a statement letter to state whether during the past year there was a situation that had a conflict of interest by the Board of Commissioners for the actions taken.





Dewan Komisaris wajib melaporkan apabila terjadi perubahan status kepemilikan saham yang dapat mempengaruhi independensinya. Sekretaris Dewan Komisaris wajib memastikan apakah praktik ini telah dilaksanakan sesuai dengan prinsip GCG.

The Board of Commissioners is required to report if there is a change in share ownership status that could affect its independence. The Secretary of the Board of Commissioners is required to ensure whether this practice has been implemented in accordance with GCG principles.

Selama tahun 2024, tidak terdapat situasi dengan potensi benturan kepentingan yang dihadapi oleh Dewan Komisaris dalam pengambilan keputusan sebagaimana tercantum dalam Surat Pernyataan Dewan Komisaris.

Throughout 2024, the Board of Commissioners did not encounter any situations that could present a conflict of interest in decision-making, as confirmed in the Board of Commissioners' Statement Letter.

| Aspek Independensi<br>Independence Aspect                                                                                                                                                                                                                                                             | D. Andhi<br>Nirwanto | Musthofa | Etha Rimba<br>Paembonan <sup>1)</sup> | Gustaaf AC<br>Patty | Sukardi<br>Rinakit | Eka Sastra | Sigit<br>Hardwinarto <sup>1)</sup> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------|---------------------------------------|---------------------|--------------------|------------|------------------------------------|
| Memiliki saham pribadi pada Pupuk Kaltim.<br>Having personal shares in Pupuk Kaltim.                                                                                                                                                                                                                  | x                    | x        | x                                     | x                   | x                  | x          | x                                  |
| Memiliki saham oleh keluarga pada Pupuk Kaltim.<br>Having family shares in Pupuk Kaltim.                                                                                                                                                                                                              | x                    | x        | x                                     | x                   | x                  | x          | x                                  |
| Memiliki saham pribadi di perusahaan yang terafiliasi dengan Pupuk Kaltim maupun perusahaan lain yang menyediakan jasa dan produk kepada Pupuk Kaltim.<br>Having personal shares in companies affiliated with Pupuk Kaltim or other companies that provide services and products to Pupuk Kaltim.     | x                    | x        | x                                     | x                   | x                  | x          | x                                  |
| Memiliki saham oleh keluarga di perusahaan yang terafiliasi dengan Pupuk Kaltim maupun perusahaan lain yang menyediakan jasa dan produk kepada Pupuk Kaltim.<br>Having family shares in companies affiliated with Pupuk Kaltim or other companies that provide services and products to Pupuk Kaltim. | x                    | x        | x                                     | x                   | x                  | x          | x                                  |
| Memiliki Benturan Kepentingan antara kepentingan ekonomi Perusahaan dan kepentingan ekonomi pribadi.<br>Having Conflict of Interest between the Company's economic interests and personal economic interests.                                                                                         | x                    | x        | x                                     | x                   | x                  | x          | x                                  |

√: ya | yes  
x: tidak | no

<sup>1)</sup> Sigit Hardwinarto tidak lagi menjabat sejak 25 November 2024. Posisinya digantikan oleh Etha Rimba Paembonan.  
Sigit Hardwinarto has not held office since November 25, 2024. His position was replaced by Etha Rimba Paembonan.





## INDEPENDENSI DEWAN KOMISARIS BERDASARKAN KRITERIA S&P GLOBAL

Merujuk pada kepatuhan atas Aspirasi Pemegang Saham Menteri BUMN RI No. S-491/MBU/09/2023 perihal Aspirasi Pemegang Saham untuk Penyusunan Rencana Kerja dan Anggaran Perusahaan Tahun 2024, khususnya implementasi praktik ESG dalam mendukung pencapaian nilai jangka panjang Perusahaan, Dewan Komisaris Pupuk Kaltim telah memenuhi kriteria independensi berdasarkan parameter *Corporate Sustainability Assessment* S&P Global, sebagai berikut:

## INDEPENDENCE OF THE BOARD OF COMMISSIONERS BASED ON S&P GLOBAL CRITERIA

Referring to compliance with the Shareholder Aspirations of the Minister of SOEs of the Republic of Indonesia No. S-491/MBU/09/2023 regarding Shareholder Aspirations for the Preparation of the Company's Work Plan and Budget for 2024, specifically the implementation of ESG practices in supporting the achievement of the Company's long-term value, Pupuk Kaltim's Board of Commissioners has met the independence criteria based on S&P Global's Corporate Sustainability Assessment parameters, as follows:

| Kriteria Independensi<br>Independence Criteria                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | D. Andhi<br>Nirwanto | Musthofa | Etha Rimba<br>Paembonan <sup>1)</sup> | Gustaaf AC<br>Patty | Sukardi<br>Rinakit | Eka Sastra | Sigit<br>Hardwinarto <sup>1)</sup> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------|---------------------------------------|---------------------|--------------------|------------|------------------------------------|
| Direktur (Direktur Non-Eksekutif) tidak boleh dipekerjakan oleh perusahaan dalam kapasitas eksekutif dalam satu tahun terakhir.<br>The director (non-executive directors) must not have been employed by the company in an executive capacity within the last year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | ✓                    | ✓        | ✓                                     | ✓                   | ✓                  | ✓          | ✓                                  |
| Direktur tidak boleh menerima atau memiliki "Anggota Keluarga yang menerima pembayaran apa pun dari perusahaan atau induk atau anak perusahaan yang melebihi \$60.000 selama tahun fiskal berjalan", selain yang diizinkan oleh Definisi Aturan SEC 4200, termasuk i) pembayaran yang timbul semata-mata dari investasi dalam sekuritas perusahaan; atau ii) pembayaran berdasarkan program pencocokan sumbangan amal yang tidak bersifat diskresioner. Pembayaran yang tidak memenuhi kedua kriteria ini tidak diperbolehkan.<br>The director must not accept or have a "Family Member who accepts any payments from the company or any parent or subsidiary of the company in excess of \$60,000 during the current fiscal year", other than those permitted by SEC Rule 4200 Definitions, including i) payments arising solely from investments in the company's securities; or ii) payments under non-discretionary charitable contribution matching programs. Payments that do not meet these two criteria are disallowed | ✓                    | ✓        | ✓                                     | ✓                   | ✓                  | ✓          | ✓                                  |





| Kriteria Independensi<br>Independence Criteria                                                                                                                                                                                                                                                                                                   | D. Andhi<br>Nirwanto | Musthofa | Etha Rimba<br>Paembonan <sup>1)</sup> | Gustaaf AC<br>Patty | Sukardi<br>Rinakit | Eka Sastra | Sigit<br>Hardwinarto <sup>1)</sup> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------|---------------------------------------|---------------------|--------------------|------------|------------------------------------|
| Direktur tidak boleh menjadi "Anggota Keluarga dari individu yang dipekerjakan oleh perusahaan atau oleh induk atau anak perusahaan sebagai pejabat eksekutif"<br>The director must not be a "Family Member of an individual who is employed by the company or by any parent or subsidiary of the company as an executive officer"               | ✓                    | ✓        | ✓                                     | ✓                   | ✓                  | ✓          | ✓                                  |
| Direktur tidak boleh menjadi (dan tidak boleh berafiliasi dengan perusahaan yang merupakan) penasihat atau konsultan perusahaan atau anggota manajemen senior perusahaan.<br>The director must not be (and must not be affiliated with a company that is) an adviser or consultant to the company or a member of the company's senior management | ✓                    | ✓        | ✓                                     | ✓                   | ✓                  | ✓          | ✓                                  |

✓: ya | yes  
x: tidak | no

<sup>1)</sup> Sigit Hardwinarto tidak lagi menjabat sejak 25 November 2024. Posisinya digantikan oleh Etha Rimba Paembonan.  
Sigit Hardwinarto has not held office since November 25, 2024. His position was replaced by Etha Rimba Paembonan.

## PEDOMAN KERJA DEWAN KOMISARIS

Dewan Komisaris Pupuk Kaltim telah memiliki Pedoman Kerja Dewan Komisaris (*Board Manual*) yang menjadi acuan dalam melaksanakan tugas, tanggung jawab dan wewenangnya untuk mengawasi jalannya usaha untuk memenuhi kepentingan para pemangku kepentingan. Pada tahun 2024, terdapat pemutakhiran Pedoman Kerja Dewan Komisaris dan Direksi Pupuk Kaltim dengan Keputusan Bersama Dewan Komisaris No. KEP-01/KB/KOM-PKT/VII.2024 dan Direksi No. 1/KB/DIR-DK/VII.24 yang ditandatangani pada 31 Juli 2024 yang merupakan pemutakhiran dari pedoman sebelumnya pada 24 Mei 2018.

*Board Manual* telah dicetak dan diberikan kepada Dewan Komisaris pada masa pengenalan Perusahaan dan telah dipublikasikan di situs web Pupuk Kaltim. Pedoman tersebut disusun berdasarkan peraturan dan perundang-undangan yang berlaku dan dievaluasi secara berkala sesuai kebutuhan Perusahaan.

Pokok isi dan cakupan *Board Manual* Dewan Komisaris adalah sebagai berikut:

- Pendahuluan.
- Prinsip Dasar Hubungan Kerja Dewan Komisaris-Direksi.

## BOARD OF COMMISSIONERS MANUAL

The Board of Commissioners of Pupuk Kaltim has a Board of Commissioners Manual, a reference in carrying out its duties, responsibilities and authorities to oversee the running of the business to meet the interests of stakeholders. In 2024, there was an update to the Board of Commissioners and Board of Directors Work Guidelines of Pupuk Kaltim with Joint Decree of the Board of Commissioners No. KEP-01/KB/KOM-PKT/VII.2024 and Board of Directors No. 1/KB/DIR-DK/VII.24 signed on July 31, 2024 which is an update of the previous guidelines on May 24, 2018.

The Board Manual has been printed and given to the Board of Commissioners during the Company's introduction period and has been published on the Pupuk Kaltim website. The guidelines are prepared based on applicable laws and regulations and are evaluated periodically according to the Company's needs.

The main contents and scope of the Board Manual of the Board of Commissioners are as follows:

- Introduction.
- Basic Principles of the Working Relationship between the Board of Commissioners and the Board of Directors

- Dewan Komisaris
  - Komposisi;
  - Persyaratan;
  - Komisaris Independen;
  - Keanggotaan;
  - Masa Jabatan;
  - Pengisian Jabatan yang Lowong;
  - Pengunduran Diri;
  - Rangkap Jabatan;
  - Program Pengenalan;
  - Program Pembelajaran Berkelanjutan;
  - Tugas, Wewenang, Kewajiban dan Hak;
  - Pelaporan;
  - Etika Jabatan;
  - Pembagian Kerja;
  - Rapat;
  - Organ Pendukung;
  - Evaluasi Kinerja.
- Direksi.
- Hubungan Kerja antara Direksi dengan Dewan Komisaris dan Direksi dengan RUPS.
- Hak dan Tunjangan Dewan Komisaris dan Direksi
- RUPS.

### **TUGAS DAN TANGGUNG JAWAB DEWAN KOMISARIS**

Tugas dan tanggung jawab Dewan Komisaris secara umum adalah melakukan pengawasan dan pemberian nasihat kepada Direksi, yang dilaksanakan secara independen untuk kemudian dilaporkan kepada RUPS. Berdasarkan anggaran dasar dan peraturan perundangan-undangan yang berlaku, dirinci sebagai berikut:

1. Melakukan pengawasan dan nasihat terhadap kebijakan pengurusan, jalannya pengurusan pada umumnya baik mengenai Tata Kelola Perusahaan maupun usaha Pupuk Kaltim yang dilakukan oleh Direksi;
2. Memantau secara berkelanjutan efektivitas praktik GCG yang diterapkan di seluruh tingkatan organisasi;
3. Mengawasi, mengkaji, mengarahkan tujuan strategis, rencana kerja, rencana strategis, anggaran kerja tahunan, dan rencana usaha yang dipersiapkan oleh Direksi;
4. Memberikan tanggapan atas nominasi anggota Dewan Komisaris dan Direksi Anak Perusahaan;
5. Mengawasi dan memberikan nasihat kepada Direksi terkait pengelolaan risiko;
6. Menilai kinerja Direksi dan melaporkan hasil penilaian kinerja kepada Pemegang Saham;
7. Mengusulkan remunerasi Direksi sesuai ketentuan yang berlaku dan penilaian kinerja Direksi.

- Board of Commissioners.
  - Composition;
  - Requirements;
  - Independent Commissioners;
  - Membership;
  - Term of Office;
  - Filling of Vacant Positions;
  - Resignation;
  - Concurrent Positions;
  - Introduction Program;
  - Continuous Learning Program;
  - Duties, Authorities, Obligations and Rights;
  - Reporting;
  - Job Ethics;
  - Division of Work;
  - Meetings;
  - Supporting Organs;
  - Performance Evaluation.
- Board of Directors.
- Working Relationship between the Board of Directors and the Board of Commissioners and the Board of Directors with the GMS.
- Rights and Benefits of the Board of Commissioners and the Board of Directors.
- GMS.

### **DUTIES AND RESPONSIBILITIES OF THE BOARD OF COMMISSIONERS**

The duties and responsibilities of the Board of Commissioners in general are to supervise and provide advice to the Board of Directors, which are carried out independently and then reported to the GMS. Based on the articles of association and applicable laws and regulations, the details are as follows:

1. Supervise and provide advice on management policies, the course of management in general, both regarding Corporate Governance and Pupuk Kaltim's business carried out by the Board of Directors;
2. Continuously monitor the effectiveness of GCG practices implemented at all levels of the organization;
3. Supervise, review, direct strategic objectives, work plans, strategic plans, annual work budgets, and business plans prepared by the Board of Directors;
4. Provide responses to nominations of members of the Board of Commissioners and Board of Directors of Subsidiaries;
5. Supervise and provide advice to the Board of Directors regarding risk management;
6. Assess the performance of the Board of Directors and report the results of the performance assessment to Shareholders;
7. Propose remuneration for the Board of Directors in accordance with applicable provisions and assess the performance of the Board of Directors.





## HAK DEWAN KOMISARIS

Sesuai *Board Manual*, Dewan Komisaris berhak untuk:

1. Baik bersama-sama maupun sendiri-sendiri, pada setiap waktu yang dianggap perlu, memasuki bangunan, halaman dan tempat lain yang dipergunakan atau dikuasai oleh Perusahaan dan berhak memeriksa pembukuan, surat-surat bukti, persediaan barang, memeriksa dan mencocokkan keadaan uang kas untuk keperluan verifikasi dan lain-lain surat berharga serta mengetahui segala tindakan yang telah dijalankan oleh Direksi;
2. Meminta bantuan tenaga ahli atau konsultan untuk jangka waktu terbatas atas beban Perusahaan, jika dianggap perlu;
3. Meminta penjelasan tentang segala hal yang ditanyakan kepada Direksi dan Direksi wajib memberikan penjelasan yang menyangkut pengelolaan Perusahaan;
4. Dengan suara terbanyak, memberhentikan sewaktu-waktu untuk sementara waktu seorang atau lebih anggota Direksi, jika mereka bertindak bertentangan dengan Anggaran Dasar atau melalaikan kewajibannya atau alasan lainnya yang mendesak;
5. Memberikan persetujuan tertulis untuk tindakan-tindakan Direksi sebagaimana diatur dalam Anggaran Dasar Perusahaan.

## WEWENANG DEWAN KOMISARIS

Dalam melaksanakan tugas, berdasarkan Anggaran Dasar, Dewan Komisaris berwenang untuk:

1. Melihat buku-buku, surat-surat serta dokumen-dokumen lainnya, memeriksa kas untuk keperluan verifikasi dan lain-lain surat berharga dan memeriksa kekayaan Perusahaan;
2. Memasuki pekarangan, gedung dan kantor yang dipergunakan oleh Perusahaan;
3. Meminta penjelasan dari Direksi dan/atau pejabat lainnya mengenai segala persoalan yang menyangkut pengelolaan Perusahaan;
4. Mengetahui segala kebijakan tindakan yang telah dan akan dijalankan oleh Direksi;
5. Meminta Direksi dan/atau pejabat lainnya dengan sepengetahuan Direksi untuk menghadiri rapat Dewan Komisaris;
6. Mengangkat dan memberhentikan Sekretaris Dewan Komisaris, jika dianggap perlu;
7. Memberhentikan sementara anggota Direksi sesuai dengan ketentuan Anggaran Dasar;
8. Membentuk Komite-Komite Dewan Komisaris lain selain Komite Audit, jika dianggap perlu dengan memperhatikan kemampuan Perusahaan;
9. Menggunakan tenaga ahli untuk hal tertentu dan dalam jangka waktu tertentu atas beban Perusahaan, jika dianggap perlu;

## RIGHTS OF THE BOARD OF COMMISSIONERS

According to the *Board Manual*, the Board of Commissioners has the right to:

1. Either together or individually, at any time deemed necessary, enter buildings, yards and other places used or controlled by the Company and have the right to check bookkeeping, evidence, inventory, check and match the cash situation for verification purposes and other valuable documents and find out all actions that have been carried out by the Board of Directors;
2. Request assistance from experts or consultants for a limited period of time at the expense of the Company, if deemed necessary;
3. Request an explanation of all matters asked to the Board of Directors and the Board of Directors is required to provide an explanation concerning the management of the Company;
4. By majority vote, temporarily dismiss one or more members of the Board of Directors at any time, if they act contrary to the Articles of Association or neglect their obligations or for other urgent reasons;
5. Provide written approval for the actions of the Board of Directors as stipulated in the Company's Articles of Association.

## AUTHORITY OF THE BOARD OF COMMISSIONERS

In carrying out its duties, based on the Articles of Association, the Board of Commissioners has the authority to:

1. View books, letters and other documents, examine cash for verification purposes and other securities and examine Company's assets;
2. Enter the yard, building and office used by the Company;
3. Request an explanation from the Board of Directors and/or other officials regarding all issues concerning the management of the Company;
4. Know all action policies that have been and will be implemented by the Board of Directors;
5. Request the Board of Directors and/or other officials with the knowledge of the Board of Directors to attend the Board of Commissioners meeting;
6. Appoint and dismiss the Secretary of the Board of Commissioners, if deemed necessary;
7. Temporarily dismiss members of the Board of Directors in accordance with the provisions of the Articles of Association;
8. Form other Board of Commissioners Committees besides the Audit Committee, if deemed necessary by considering the Company's capabilities;
9. Use experts for certain matters and for a certain period of time at the Company's expense, if deemed necessary;

10. Melakukan tindakan pengurusan Perusahaan dalam keadaan tertentu untuk jangka waktu tertentu sesuai dengan ketentuan Anggaran Dasar;
11. Menghadiri rapat Direksi dan memberikan pandangan-pandangan terhadap hal-hal yang dibicarakan;
12. Melaksanakan kewenangan pengawasan lainnya sepanjang tidak bertentangan dengan peraturan Perundang-undangan, Anggaran Dasar dan/atau keputusan RUPS.

### KEPUTUSAN YANG MEMERLUKAN PERSETUJUAN DEWAN KOMISARIS

Dalam *Board Manual* yang dimiliki Perusahaan, dicantumkan tentang perbuatan-perbuatan Direksi yang harus mendapatkan persetujuan tertulis dari Dewan Komisaris, yaitu:

1. Mengagunkan aktiva tetap untuk penarikan pinjaman jangka pendek dari Bank atau Lembaga Keuangan lain;
2. Mengadakan kerja sama dengan badan usaha atau pihak lain berupa kerja sama lisensi, kontrak manajemen, menyewakan aset, Kerja Sama Operasi (KSO), Bangun Guna Serah (*Build Operate Transfer/BOT*), Bangun Milik Serah (*Build Own Transfer/BOT*), Bangun Serah Guna (*Build Transfer Operate/BTO*), dengan nilai hingga Rp5 miliar dengan jangka waktu hingga 1 (satu) tahun;
3. Menerima atau memberikan pinjaman jangka menengah/panjang, kecuali pinjaman (utang atau piutang) yang timbul karena transaksi bisnis, dan pinjaman yang diberikan kepada entitas anak Pupuk Kaltim dengan ketentuan pinjaman kepada entitas anak Pupuk Kaltim dilaporkan kepada Dewan Komisaris;
4. Menghapuskan dari pembukuan, piutang macet dan persediaan barang mati;
5. Melepaskan aktiva tetap bergerak dengan umur ekonomis yang lazim berlaku pada industri pada umumnya sampai dengan 5 (lima) tahun; dan
6. Menetapkan struktur organisasi 1 (satu) tingkat di bawah Direksi.

### PENDELEGASIAN WEWENANG DEWAN KOMISARIS

Dewan Komisaris dapat mendelegasikan wewenang. Untuk kepentingan tersebut, dilakukan melalui surat kuasa khusus. Pendelegasian tersebut tidak melepaskan tanggung jawab Dewan Komisaris secara kolektif. Pada tahun 2024, tidak terdapat pendelegasian wewenang melalui surat kuasa khusus untuk terpenuhinya kuorum pengambilan keputusan dalam rapat Dewan Komisaris.

10. Carry out management actions for the Company under certain circumstances for a certain period of time in accordance with the provisions of the Articles of Association;
11. Attend Board of Directors meetings and provide views on matters discussed;
12. Carry out other supervisory authorities as long as they do not conflict with laws and regulations, the Articles of Association and/or decisions of the GMS.

### DECISIONS REQUIRING BOARD OF COMMISSIONERS APPROVAL

The Company's Board Manual contains the following actions by the Board of Directors that must obtain written approval from the Board of Commissioners:

1. Collateralizing fixed assets for short-term loan withdrawals from banks or other financial institutions;
2. Cooperating with business entities or other parties in the form of licensing cooperation, management contracts, leasing assets, Joint Operations (KSO), Build Operate Transfer (BOT), Build Own Transfer (BOT), Build Transfer Operate (BTO), with a value of up to Rp5 billion with a term of up to 1 (one) year;
3. Receiving or providing medium/long-term loans, except for loans (debts or receivables) arising from business transactions, and loans provided to Pupuk Kaltim's subsidiaries with the provision that loans to Pupuk Kaltim's subsidiaries are reported to the Board of Commissioners;
4. Writing off bad debts and dead stock from the books;
5. Discharge movable fixed assets with an economic life that is generally applicable in the industry in general up to 5 (five) years; and
6. Establish an organizational structure 1 (one) level below the Board of Directors.

### DELEGATION OF AUTHORITY OF THE BOARD OF COMMISSIONERS

The Board of Commissioners may delegate authority. For this purpose, it is done through a special power of attorney. This delegation does not release the responsibility of the Board of Commissioners collectively. In 2024, there was not a delegation of authority through a special power of attorney to fulfill the quorum for decision-making in a meeting of the Board of Commissioners.







## PEMBAGIAN TUGAS DEWAN KOMISARIS

Dewan Komisaris mengatur sendiri pembagian kerja dengan mempertimbangkan kompetensi, latar belakang dan pengalaman yang dimiliki oleh masing-masing Dewan Komisaris. Pembagian tugas Dewan Komisaris sebagaimana terakhir diatur melalui Keputusan Dewan Komisaris No. KEP-28/KOM-PKT/2024 tanggal 25 November 2024.

## DIVISION OF DUTIES OF THE BOARD OF COMMISSIONERS

The Board of Commissioners regulates the division of work itself by considering the competence, background and experience of each Board of Commissioners. The division of duties of the Board of Commissioners as last regulated through the Decree of the Board of Commissioners No. KEP-28/KOM-PKT/2024 dated November 25, 2024.

| Nama dan Jabatan<br>Name and Position                                           | Tugas                                                                                                                                                                                                                                                                                                                                                                                                | Duties                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>D. Andhi Nirwanto</b><br>Komisaris Utama<br>President Commissioner           | Melaksanakan koordinasi tugas Dewan Komisaris.                                                                                                                                                                                                                                                                                                                                                       | Coordinating the duties of the Board of Commissioners                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Musthofa</b><br>Komisaris Independen<br>Independent Commissioner             | <ul style="list-style-type: none"> <li>Melaksanakan tugas Dewan Komisaris di bidang: <ul style="list-style-type: none"> <li>- Produksi</li> <li>- Pemeliharaan</li> <li>- Teknologi</li> <li>- Pengembangan Usaha dan Investasi</li> </ul> </li> <li>Menjabat Ketua Komite <i>Good Corporate Government</i>, Nominasi, Remunerasi, Pengembangan Sumber Daya Manusia dan Investasi (KGSRI)</li> </ul> | <ul style="list-style-type: none"> <li>Carrying out the duties of the Board of Commissioners in the fields of: <ul style="list-style-type: none"> <li>- Production</li> <li>- Maintenance</li> <li>- Technology</li> <li>- Business Development and Investment</li> </ul> </li> <li>Serving as Chair of the Committee for Good Corporate Government, Nomination, Remuneration, Human Resource Development and Investment (KGSRI)</li> </ul> |
| <b>Etha Rimba Paembonan</b><br>Komisaris Independen<br>Independent Commissioner | Melaksanakan tugas Dewan Komisaris di bidang: <ul style="list-style-type: none"> <li>• Hubungan Masyarakat dan Kelembagaan</li> </ul>                                                                                                                                                                                                                                                                | Carrying out the duties of the Board of Commissioners in the fields of: <ul style="list-style-type: none"> <li>• Public and Institutional Relations</li> </ul>                                                                                                                                                                                                                                                                              |
| <b>Gustaaf AC Patty</b><br>Komisaris Independen<br>Independent Commissioner     | Melaksanakan tugas Dewan Komisaris di bidang: <ul style="list-style-type: none"> <li>• Umum</li> <li>• Tanggung Jawab Sosial Lingkungan</li> </ul>                                                                                                                                                                                                                                                   | Carrying out the duties of the Board of Commissioners in the fields of: <ul style="list-style-type: none"> <li>• General</li> <li>• Social and Environmental Responsibility</li> </ul>                                                                                                                                                                                                                                                      |
| <b>Sukardi Rinakit</b><br>Komisaris Independen<br>Independent Commissioner      | <ul style="list-style-type: none"> <li>Melaksanakan tugas Dewan Komisaris di bidang: <ul style="list-style-type: none"> <li>- Pengelolaan Anak Perusahaan/ Perusahaan Patungan</li> </ul> </li> <li>Menjabat Ketua Komite Pemantau Risiko (KPR)</li> </ul>                                                                                                                                           | <ul style="list-style-type: none"> <li>Carrying out the duties of the Board of Commissioners in the fields of: <ul style="list-style-type: none"> <li>- Management of Subsidiaries/ Joint Venture Companies</li> </ul> </li> <li>Serving as Chair of the Risk Monitoring Committee (KPR)</li> </ul>                                                                                                                                         |
| <b>Eka Sastra</b><br>Komisaris Independen<br>Independent Commissioner           | <ul style="list-style-type: none"> <li>Melaksanakan tugas Dewan Komisaris di bidang: <ul style="list-style-type: none"> <li>- Pemasaran</li> <li>- Keuangan</li> </ul> </li> <li>Menjabat Ketua Komite Audit.</li> </ul>                                                                                                                                                                             | <ul style="list-style-type: none"> <li>Carry out the duties of the Board of Commissioners in the fields of: <ul style="list-style-type: none"> <li>- Marketing</li> <li>- Finance</li> </ul> </li> <li>Serve as Chairman of the Audit Committee.</li> </ul>                                                                                                                                                                                 |

Dalam mendukung fungsi pengawasan dan pemberian nasihat, Dewan Komisaris Pupuk Kaltim memiliki Organ Pendukung Dewan Komisaris terdiri dari Komite Audit, Komite GCG, Nominasi, Remunerasi Pengembangan Sumber Daya Manusia, Investasi (Komite GSRI), Komite Pemantau Risiko (KPR) yang merangkap Komite Tata Kelola Terintegrasi (KTKT), dan Sekretaris Dewan Komisaris.

In supporting the supervisory and advisory functions, the Board of Commissioners of Pupuk Kaltim has Supporting Organ consisting of the Audit Committee, GCG Committee, Nomination, Remuneration, Human Resource Development, Investment (GSRI Committee), Risk Monitoring Committee (KPR) which also serves as the Integrated Governance Committee (KTKT), and the Secretary of the Board of Commissioners.

## PROGRAM PENGENALAN BAGI DEWAN KOMISARIS

Pupuk Kaltim telah memiliki ketentuan berkenaan dengan program pengenalan Perusahaan bagi anggota Dewan Komisaris baru. Tujuan kegiatan tersebut untuk memberikan gambaran tentang aktivitas bisnis, rencana

## INTRODUCTION PROGRAM FOR THE BOARD OF COMMISSIONERS

Pupuk Kaltim has provisions regarding the Company's introduction program for new members of the Board of Commissioners. The purpose of this activity is to provide an overview of business activities, future Company plans, work

Perusahaan ke depan, pedoman kerja dan hal lainnya yang menjadi tanggung jawab Dewan Komisaris. Program pengenalan telah diatur dalam *Board Manual*.

Program pengenalan disiapkan oleh Sekretaris Perusahaan, yaitu berupa kajian dokumen Anggaran Dasar, *Board Manual*, Pedoman GCG, Kode Etik Perusahaan, Laporan Tahunan, RKAP, RJP, pedoman dan peraturan perundangan lainnya yang terkait proses bisnis Pupuk Kaltim serta kunjungan ke lokasi pabrik dan beberapa daerah kantor pemasaran.

Pupuk Kaltim menyelenggarakan kegiatan pengenalan Perusahaan untuk D. Andhi Nirwanto yang diangkat sebagai Komisaris Utama pada 4 Januari 2024 dan Etha Rimba Paembonan yang diangkat sebagai Komisaris Independen pada 25 November 2024. Kegiatan dilakukan pada 16 Januari 2024 di Jakarta dan 3 Desember 2024 di Jakarta, yang dihadiri oleh Dewan Komisaris, Organ Pendukung Dewan Komisaris, Direksi, dan Staf Perusahaan.

guidelines and other matters that are the responsibility of the Board of Commissioners. The introduction program has been regulated in the *Board Manual*.

The introduction program is prepared by the Corporate Secretary, namely in the form of a review of the Articles of Association, *Board Manual*, GCG Guidelines, Company Code of Ethics, Annual Report, RKAP, RJP, guidelines and other laws and regulations related to Pupuk Kaltim's business processes as well as visits to factory locations and several marketing office areas.

Pupuk Kaltim held a Company introduction activity for D. Andhi Nirwanto who was appointed as President Commissioner on January 4, 2024 and Etha Rimba Paembonan who was appointed as Independent Commissioner on November 25, 2024. The activity was carried out on January 16, 2024 in Jakarta and December 3, 2024 in Jakarta, which was attended by the Board of Commissioners, Supporting Organs of the Board of Commissioners, Directors, and Company Staff.



### **PENGEMBANGAN KOMPETENSI DEWAN KOMISARIS**

Pupuk Kaltim memiliki kebijakan untuk memberikan program kegiatan pengembangan kompetensi kepada Dewan Komisaris. Kegiatan tersebut sepenuhnya menjadi tanggung jawab Perusahaan dengan pendanaan yang tertuang dalam RKAP Perusahaan.

Berikut disampaikan realisasi pengembangan kompetensi yang diikuti Dewan Komisaris di tahun 2024.

### **BOARD OF COMMISSIONERS COMPETENCY DEVELOPMENT**

Pupuk Kaltim has a policy to provide competency development activity programs to the Board of Commissioners. These activities are entirely the responsibility of the Company with funding stated in the Company's RKAP.

The following is the realization of competency development followed by the Board of Commissioners in 2024.





| Nama dan Jabatan<br>Name and Position                                                           | Materi Kegiatan Pelatihan dan Pengembangan<br>Training and Development Material                    | Waktu dan Tempat<br>Time and Place                                                            | Bidang<br>Field                           | Penyelenggara<br>Organizer |
|-------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|-------------------------------------------|----------------------------|
| <b>D. Andhi Nirwanto</b><br>Komisaris Utama<br>President<br>Commissioner                        | Workshop Pengisian LHKPN Tahun Pelaporan 2023<br>LHKPN Completion Workshop for Reporting Year 2023 | Online, 11 Januari 2024<br>Online, January 11, 2024                                           | Kepatuhan<br>Compliance                   | PT Pupuk Kalimantan Timur  |
|                                                                                                 | Certified Risk Executive Leader (CREL)                                                             | Jakarta, 18 Juni 2024<br>Jakarta, June 18, 2024                                               | Manajemen<br>Risiko<br>Risk<br>Management | BPKP                       |
|                                                                                                 | Financial Contingency Plan (FCP) Pupuk Kaltim                                                      | Online, 16 Desember 2024<br>Online, December 16, 2024                                         | Kuangan<br>Finance                        | RSM Indonesia              |
| <b>Sigit Hardwinarto<sup>*)</sup></b><br>Komisaris Independen<br>Independent<br>Commissioner    | Workshop Pengisian LHKPN Tahun Pelaporan 2023<br>LHKPN Completion Workshop for Reporting Year 2023 | Online, 11 Januari 2024<br>Online, January 11, 2024                                           | Kepatuhan<br>Compliance                   | PT Pupuk Kalimantan Timur  |
|                                                                                                 | Strategic Management in Disruptive Era                                                             | Jakarta, 3-4 Juni 2024<br>Jakarta, June 3-4, 2024                                             | Strategi Bisnis<br>Business<br>Strategy   | Kanaka Training            |
| <b>Etha Rimba Paembonan<sup>*)</sup></b><br>Komisaris Independen<br>Independent<br>Commissioner | Financial Contingency Plan (FCP) Pupuk Kaltim                                                      | Online, 16 Desember 2024<br>Online, December 16, 2024                                         | Kuangan<br>Finance                        | RSM Indonesia              |
| <b>Sukardi Rinakit</b><br>Komisaris Independen<br>Independent<br>Commissioner                   | Workshop Pengisian LHKPN Tahun Pelaporan 2023<br>LHKPN Completion Workshop for Reporting Year 2023 | Online, 11 Januari 2024<br>Online, January 11, 2024                                           | Kepatuhan<br>Compliance                   | PT Pupuk Kalimantan Timur  |
|                                                                                                 | Financial Contingency Plan (FCP) Pupuk Kaltim                                                      | Online, 16 Desember 2024<br>Online, December 16, 2024                                         | Kuangan<br>Finance                        | RSM Indonesia              |
| <b>Musthofa</b><br>Komisaris Independen<br>Independent<br>Commissioner                          | Workshop Pengisian LHKPN Tahun Pelaporan 2023<br>LHKPN Completion Workshop for Reporting Year 2023 | Online, 11 Januari 2024<br>Online, January 11, 2024                                           | Kepatuhan<br>Compliance                   | PT Pupuk Kalimantan Timur  |
|                                                                                                 | Financial Contingency Plan (FCP) Pupuk Kaltim                                                      | Online, 16 Desember 2024<br>Online, December 16, 2024                                         | Kuangan<br>Finance                        | RSM Indonesia              |
| <b>Gustaaf AC Patty</b><br>Komisaris Independen<br>Independent<br>Commissioner                  | Workshop Pengisian LHKPN Tahun Pelaporan 2023<br>LHKPN Completion Workshop for Reporting Year 2023 | Online, 11 Januari 2024<br>Online, January 11, 2024                                           | Kepatuhan<br>Compliance                   | PT Pupuk Kalimantan Timur  |
|                                                                                                 | Financial Contingency Plan (FCP) Pupuk Kaltim                                                      | Online, 16 Desember 2024<br>Online, December 16, 2024                                         | Kuangan<br>Finance                        | RSM Indonesia              |
| <b>Eka Sastra</b><br>Komisaris Independen<br>Independent<br>Commissioner                        | Workshop Pengisian LHKPN Tahun Pelaporan 2023<br>LHKPN Completion Workshop for Reporting Year 2023 | Online, 11 Januari 2024<br>Online, January 11, 2024                                           | Kepatuhan<br>Compliance                   | PT Pupuk Kalimantan Timur  |
|                                                                                                 | Gartner Security & Risk Management Summit                                                          | London, United Kingdom, 23-25 September 2024<br>London, United Kingdom, September 23-25, 2024 | Manajemen<br>Management                   | Gartner                    |
|                                                                                                 | Financial Contingency Plan (FCP) Pupuk Kaltim                                                      | Online, 16 Desember 2024<br>Online, December 16, 2024                                         | Kuangan<br>Finance                        | RSM Indonesia              |

<sup>\*)</sup> Sigit Hardwinarto tidak lagi menjabat sejak 25 November 2024. Posisinya digantikan oleh Etha Rimba Paembonan.  
Sigit Hardwinarto has not served since November 25, 2024. His position was replaced by Etha Rimba Paembonan

## RENCANA KERJA DEWAN KOMISARIS

Setiap tahun, Dewan Komisaris menyusun Rencana Kerja dan Anggaran (RKA) untuk memenuhi Anggaran Dasar Perusahaan Pasal 15 angka 2 huruf b ayat (8) yang selanjutnya disampaikan kepada Pemegang Saham. Dewan Komisaris dengan organ pendukungnya fokus, proaktif, intensif serta konsisten dalam melakukan pengawasan yang bersifat strategis maupun rutin, meliputi bidang produksi, teknik dan pengembangan, komersial, umum dan SDM, GCG, teknologi informasi, CSR serta meningkatkan sinergi internal dan eksternal Dewan Komisaris.

Rencana Kerja dan Anggaran Dewan Komisaris tahun 2024 dihasilkan melalui rapat internal Dewan Komisaris dengan salah satu agenda pembahasan mengenai Rencana Kerja dan Anggaran Dewan Komisaris. Selanjutnya, rencana kerja tersebut disampaikan secara tertulis oleh Komisaris Utama kepada Pemegang Saham.

## PELAKSANAAN TUGAS DAN TANGGUNG JAWAB DEWAN KOMISARIS

### 1. Pelaksanaan Tugas Tahun 2024

Dewan Komisaris telah melaksanakan dan melaporkan tugas dan tanggung jawab pengawasan sebagaimana tercantum dalam *Board Manual* sesuai dengan RKA Dewan Komisaris. Selama 2024, pelaksanaan tugas Dewan Komisaris di antaranya:

- a. Membuat Rencana Kerja dan Anggaran Dewan Komisaris Tahun Buku 2025;
- b. Menyelenggarakan rapat internal Dewan Komisaris;
- c. Menyelenggarakan rapat Dewan Komisaris dengan mengundang Direksi;
- d. Melakukan kunjungan ke wilayah kerja Pupuk Kaltim;
- e. Menyampaikan surat saran dan rekomendasi kepada Direktur Utama Perusahaan;
- f. Melaksanakan pengkajian kebijakan, prosedur dan Visi Misi Perusahaan, serta Pengawasan terhadap pelaksanaan kebijakan pengelolaan Anak Perusahaan/Perusahaan patungan;
- g. Memastikan independensi dan efektivitas pelaksanaan audit internal dan audit eksternal, efektivitas penerapan manajemen risiko dan sistem pengendalian internal, kepatuhan terhadap kebijakan dan peraturan perundang-undangan serta kredibilitas dan objektivitas laporan keuangan;
- h. Menugaskan Komite Dewan Komisaris untuk melakukan rapat dengan Manajemen/staf Perusahaan terkait permasalahan yang dihadapi Perusahaan, pengkajian kebijakan, prosedur yang dilaksanakan secara periodik.

## BOARD OF COMMISSIONERS WORK PLAN

Each year, the Board of Commissioners formulates a Work Plan and Budget (RKA) in accordance with Article 15, Section 2, Letter b, paragraph (8) of the Company's Articles of Association, which is subsequently submitted to the Shareholders. The Board of Commissioners with its supporting organs is focused, proactive, intensive and consistent in carrying out strategic and routine supervision, covering the fields of production, engineering and development, commercial, general and HR, GCG, information technology, CSR and increasing internal and external synergy of the Board of Commissioners.

The 2024 Work Plan and Budget of the Board of Commissioners was formulated through an internal meeting of the Board of Commissioners, with one of the agenda items being the discussion of the Work Plan and Budget. Subsequently, the work plan was submitted in writing by the President Commissioner to the Shareholders.

## IMPLEMENTATION OF DUTIES AND RESPONSIBILITIES OF THE BOARD OF COMMISSIONERS

### 1. Implementation of Duties in 2024

The Board of Commissioners has carried out and reported on the supervisory duties and responsibilities as stated in the Board Manual in accordance with the Board of Commissioners' RKA. During 2024, the implementation of the Board of Commissioners' duties includes:

- a. Creating the Board of Commissioners' Work Plan and Budget for the 2025 Fiscal Year;
- b. Holding an internal meeting of the Board of Commissioners;
- c. Organize Board of Commissioners meetings by inviting the Board of Directors;
- d. Conduct visits to Pupuk Kaltim's work areas;
- e. Submit letters of advice and recommendations to the Company's President Director;
- f. Conduct reviews of policies, procedures and the Company's Vision and Mission as well as Supervision of the implementation of Subsidiary/ Joint Company management policies;
- g. Ensure the independence and effectiveness of internal and external audits, the effectiveness of the application of risk management and internal control systems, compliance with policies and laws and regulations, and the credibility and objectivity of financial reports;
- h. Assign the Board of Commissioners Committee to hold meetings with the Company's Management/ staff regarding problems faced by the Company, policy reviews, and procedures implemented periodically.







2. Tanggapan dan Persetujuan Dewan Komisaris  
Sesuai dengan tugas dan kewenangannya sebagaimana diatur dalam Anggaran Dasar dan *Board Manual*, Dewan Komisaris juga memberikan tanggapan dan persetujuan tertulis atas usulan yang disampaikan oleh Direksi. Selama tahun 2024, jumlah surat tanggapan, persetujuan, dan nasihat yang dikeluarkan oleh Dewan Komisaris sebagai berikut:

2. Response and Approval of the Board of Commissioners  
In accordance with its duties and authorities as stipulated in the Articles of Association and the Board Manual, the Board of Commissioners also provides written responses and approvals to proposals submitted by the Board of Directors. During 2024, the number of response letters, approvals, and advice issued by the Board of Commissioners is as follows:

| Tanggal<br>Date                         | Perihal                                                                                                                  | Regarding                                                                                                                                     |
|-----------------------------------------|--------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| 5 Januari 2024<br>January 5, 2024       | Tanggapan Tertulis Penyampaian Pergantian Direksi & Komisaris Anak Perusahaan.                                           | Written Response to Submission of Changes in Directors & Commissioners of Subsidiaries.                                                       |
| 26 Januari 2024<br>January 26, 2024     | Tanggapan atas Perubahan Struktur Organisasi Perusahaan.                                                                 | Response to Changes in the Company's Organizational Structure.                                                                                |
| 30 Januari 2024<br>January 30, 2024     | Tanggapan atas Pemuktahiran Rancangan RKAP Pupuk Kaltim Tahun 2024.                                                      | Response to Updating the Draft RKAP of Pupuk Kaltim for 2024.                                                                                 |
| 5 Februari 2024<br>February 5, 2024     | Tanggapan atas Laporan <i>Progress Project</i> .                                                                         | Response to the Project Progress Report.                                                                                                      |
| 5 Februari 2024<br>February 5, 2024     | Tanggapan atas Program Kerja Audit Tahunan (PKAT) 2024.                                                                  | Response to the Annual Audit Work Program (PKAT) 2024.                                                                                        |
| 25 Maret 2024<br>March 25, 2024         | Tanggapan Hasil Pemuktahiran Data <i>Talent Pool</i> Direksi Pupuk Kaltim Tahun 2024.                                    | Response to the Results of Updating the Talent Pool Data of the Board of Directors of Pupuk Kaltim for 2024.                                  |
| 25 April 2024<br>April 25, 2024         | Tanggapan Perubahan Struktur Organisasi Perusahaan.                                                                      | Response to Changes in the Company's Organizational Structure.                                                                                |
| 17 Mei 2024<br>May 17, 2024             | Tanggapan Evaluasi KAP PwC Tahun Buku 2023.                                                                              | Response to the Evaluation of PwC Public Accounting Firm for the 2023 Fiscal Year.                                                            |
| 30 Mei 2024<br>May 30, 2024             | Tanggapan atas Kinerja Pupuk Kaltim Triwulan I Tahun 2024.                                                               | Response to the Performance of Pupuk Kaltim for the 1 <sup>st</sup> Quarter of 2024.                                                          |
| 30 Mei 2024<br>May 30, 2024             | Tanggapan Perubahan Struktur Organisasi Pupuk Kaltim.                                                                    | Response to Changes in the Organizational Structure of Pupuk Kaltim.                                                                          |
| 31 Mei 2024<br>May 31, 2024             | Tanggapan atas Proyek Pengembangan.                                                                                      | Response to Development Projects.                                                                                                             |
| 10 Juni 2024<br>June 10, 2024           | Tanggapan atas Laporan Kinerja Perusahaan Tahun 2023.                                                                    | Response to the Company's 2023 Performance Report.                                                                                            |
| 26 Juni 2024<br>June 26, 2024           | Tanggapan atas Penghapusbukuan Persediaan Material <i>Scrap</i> .                                                        | Response to the Write-off of Scrap Material Inventory.                                                                                        |
| 31 Juli 2024<br>July 31, 2024           | Tanggapan atas Perubahan Struktur Organisasi Perusahaan.                                                                 | Response to Changes in the Company's Organizational Structure.                                                                                |
| 13 Agustus 2024<br>August 13, 2024      | Tanggapan atas Kerja Sama Pemanfaatan Sarana Transportasi Bahan Baku dan Utilitas Perusahaan dengan Perusahaan Afiliasi. | Response to Cooperation in Utilization of Transportation Facilities for Raw Materials and Utilities of the Company with Affiliated Companies. |
| 29 Agustus 2024<br>August 29, 2024      | Tanggapan atas Tambahan Anggaran.                                                                                        | Response to Additional Budget.                                                                                                                |
| 26 September 2024<br>September 26, 2024 | Tanggapan atas Kinerja Perusahaan Semester I Tahun 2024.                                                                 | Response to Company Performance Semester I of 2024.                                                                                           |
| 30 September 2024<br>September 30, 2024 | Tanggapan atas RKAP Perusahaan Tahun 2025.                                                                               | Response to Company RKAP 2025.                                                                                                                |
| 14 November 2024<br>November 14, 2024   | Tanggapan atas Hasil <i>Benchmark</i> Tender dan Pelaksanaan Proyek Pengembangan.                                        | Response to Benchmark Results of Tender and Implementation of Development Projects.                                                           |
| 15 November 2024<br>November 15, 2024   | Persetujuan Penyampaian Kandidat Pengurus Anak Perusahaan.                                                               | Approval of Submission of Subsidiary Management Candidates.                                                                                   |





| Tanggal<br>Date                       | Perihal                                               | Regarding                                            |
|---------------------------------------|-------------------------------------------------------|------------------------------------------------------|
| 29 November 2024<br>November 29, 2024 | Tanggapan atas Kinerja Perusahaan Triwulan III 2024.  | Response to Company Performance Quarter III of 2024. |
| 3 Desember 2024<br>December 3, 2024   | Persetujuan Tujuan, Visi dan Misi Perusahaan.         | Approval of Company Purpose, Vision and Mission.     |
| 18 Desember 2024<br>December 18, 2024 | Tanggapan dan Persetujuan Penghapusbukuan Aset Tetap. | Response and Approval of Fixed Asset Write-off.      |

3. Keputusan Dewan Komisaris

Sepanjang tahun 2024, Dewan Komisaris telah menerbitkan sejumlah keputusan sebagai bagian dari fungsi pengawasan dan pemberian nasihat yang dijalankan. Rincian keputusan tersebut, antara lain:

3. Decisions of the Board of Commissioners

Throughout 2024, the Board of Commissioners has issued a number of decisions as part of its supervisory and advisory functions. The details include:

| Nomor Keputusan<br>Decision Number | Tanggal Penetapan<br>Determination Date | Perihal<br>Regarding                                                                                                                                                                        |
|------------------------------------|-----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| KEP-01/KOM-PKT/2024                | 8 Januari 2024<br>January 8, 2024       | Pembagian Tugas Dewan Komisaris<br>Division of Duties of the Board of Commissioners                                                                                                         |
| KEP-02/KOM-PKT/2024                | 26 Januari 2024<br>January 26, 2024     | Pemberhentian Staf Dewan Komisaris<br>Dismissal of Staff of the Board of Commissioners                                                                                                      |
| KEP-03/KOM-PKT/2024                | 26 Januari 2024<br>January 26, 2024     | Pemberhentian Anggota Komite Audit Dewan Komisaris<br>Dismissal of Members of the Audit Committee of the Board of Commissioners                                                             |
| KEP-04/KOM-PKT/2024                | 26 Januari 2024<br>January 26, 2024     | Pengangkatan Anggota Komite Audit Dewan Komisaris<br>Appointment of Members of the Audit Committee of the Board of Commissioners                                                            |
| KEP-05/KOM-PKT/2024                | 26 Januari 2024<br>January 26, 2024     | Pengangkatan Staf Dewan Komisaris<br>Appointment of Staff of the Board of Commissioners                                                                                                     |
| KEP-06/KOM-PKT/2024                | 26 Januari 2024<br>January 26, 2024     | Pengangkatan Kembali Staf Dewan Komisaris<br>Reappointment of Staff of the Board of Commissioners                                                                                           |
| KEP-07/KOM-PKT/2024                | 26 Januari 2024<br>January 26, 2024     | Pengangkatan Kembali Staf Sekretariat Dewan Komisaris<br>Reappointment of Staff of the Secretariat of the Board of Commissioners                                                            |
| KEP-08/KOM-PKT/2024                | 23 April 2024<br>April 23, 2024         | Pengangkatan Kembali Staf Sekretariat Dewan Komisaris<br>Reappointment of Staff of the Secretariat of the Board of Commissioners                                                            |
| KEP-09/KOM-PKT/2024                | 30 April 2024<br>April 30, 2024         | Pemberhentian Anggota Komite GRI<br>Dismissal of Members of the GRI Committee                                                                                                               |
| KEP-10/KOM-PKT/2024                | 30 April 2024<br>April 30, 2024         | Pemberhentian Anggota Komite GRI<br>Dismissal of Members of the GRI Committee                                                                                                               |
| KEP-11/KOM-PKT/2024                | 1 Mei 2024<br>May 1, 2024               | Pengangkatan Anggota Komite GRI<br>Appointment of Members of the GRI Committee                                                                                                              |
| KEP-12/KOM-PKT/2024                | 1 Mei 2024<br>May 1, 2024               | Pengangkatan Anggota Komite GRI<br>Appointment of Members of the GRI Committee                                                                                                              |
| KEP-13/KOM-PKT/2024                | 1 Mei 2024<br>May 1, 2024               | Pengangkatan Staf Dewan Komisaris<br>Appointment of Staff of the Board of Commissioners                                                                                                     |
| KEP-14/KOM-PKT/2024                | 30 Juli 2024<br>July 30, 2024           | Pemberhentian Anggota Komite Audit<br>Dismissal of Members of the Audit Committee                                                                                                           |
| KEP-15/KOM-PKT/2024                | 30 Juli 2024<br>July 30, 2024           | Pengangkatan Staf Dewan Komisaris<br>Appointment of Staff of the Board of Commissioners                                                                                                     |
| KEP-16/KOM-PKT/2024                | 9 Agustus 2024<br>August 9, 2024        | Pemberian Insentif Kinerja Tahun Buku 2023 kepada Sekretaris Dewan Komisaris<br>Provision of Performance Incentives for the Fiscal Year 2023 to the Secretary of the Board of Commissioners |
| KEP-17/KOM-PKT/2024                | 9 Agustus 2024<br>August 9, 2024        | Pemberian Insentif Kinerja Tahun Buku 2023 kepada Staf Dewan Komisaris<br>Provision of Performance Incentives for the Fiscal Year 2023 to the Staff of the Board of Commissioners           |





| Nomor Keputusan<br>Decision Number | Tanggal Penetapan<br>Determination Date | Perihal<br>Regarding                                                                                                                                                                                             |
|------------------------------------|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| KEP-18/KOM-PKT/2024                | 9 Agustus 2024<br>August 9, 2024        | Pemberian Insentif Kinerja Tahun Buku 2023 kepada Staf Sekretariat Dewan Komisaris<br>Provision of Performance Incentives for the Fiscal Year 2023 to the Staff of the Secretariat of the Board of Commissioners |
| KEP-19/KOM-PKT/2024                | 23 Agustus 2024<br>August 23, 2024      | Pengangkatan Kembali Sekretaris Dewan Komisaris<br>Reappointment of the Secretary of the Board of Commissioners                                                                                                  |
| KEP-20/KOM-PKT/2024                | 18 Oktober 2024<br>October 18, 2024     | Pembagian Tugas Dewan Komisaris<br>Division of Duties of the Board of Commissioners                                                                                                                              |
| KEP-21/KOM-PKT/2024                | 1 November 2024<br>November 1, 2024     | Perubahan Komite Dewan Komisaris<br>Changes to the Committee of the Board of Commissioners                                                                                                                       |
| KEP-22/KOM-PKT/2024                | 1 November 2024<br>November 1, 2024     | Pembagian Tugas Dewan Komisaris<br>Division of Duties of the Board of Commissioners                                                                                                                              |
| KEP-23/KOM-PKT/2024                | 1 November 2024<br>November 1, 2024     | Pengangkatan Anggota Komite GSRI<br>Appointment of Members of the GSRI Committee                                                                                                                                 |
| KEP-24/KOM-PKT/2024                | 1 November 2024<br>November 1, 2024     | Pengangkatan Anggota Komite Audit<br>Appointment of Members of the Audit Committee                                                                                                                               |
| KEP-25/KOM-PKT/2024                | 1 November 2024<br>November 1, 2024     | Pengangkatan Jabatan Komite Pemantau Risiko<br>Appointment Position of Risk Monitoring Committee                                                                                                                 |
| KEP-26/KOM-PKT/2024                | 1 November 2024<br>November 1, 2024     | Pemberhentian dan Pengangkatan Anggota Komite Dewan Komisaris<br>Dismissal and Appointment of Members of the Board of Commissioners Committee                                                                    |
| KEP-27/KOM-PKT/2024                | 1 November 2024<br>November 1, 2024     | Pemberhentian dan Pengangkatan Anggota Komite Dewan Komisaris<br>Dismissal and Appointment of Members of the Board of Commissioners Committee                                                                    |
| KEP-28/KOM-PKT/2024                | 25 November 2024<br>November 25, 2024   | Pembagian Tugas Dewan Komisaris<br>Division of Duties of the Board of Commissioners                                                                                                                              |

## PENILAIAN KINERJA KOMITE DI BAWAH DEWAN KOMISARIS

Evaluasi terhadap kinerja komite di bawah Dewan Komisaris dilakukan secara kolegial setiap 1 (satu) tahun sekali. Parameter yang digunakan dalam penilaian berdasarkan realisasi dan penyelesaian program kerja yang telah tersusun dalam Rencana Kerja tahunan, saran, rekomendasi, dan masukan yang diberikan oleh Komite Dewan Komisaris serta tingkat kehadiran rapat.

### 1. Hasil Penilaian Kinerja Komite Audit

Pada tahun 2024 capaian kinerja Komite Audit tercatat sangat baik dengan rata-rata nilai minimal 92,00. Rincian penjelasan dari penilaian kinerja Komite Audit tercantum dalam Laporan Tahunan ini pada bagian Organ Pendukung Dewan Komisaris.

### 2. Hasil Penilaian Kinerja Komite GCG, Nominasi, Remunerasi, Pengembangan SDM dan Investasi

Pada tahun 2024 capaian kinerja Komite GCG, Nominasi, Remunerasi, Pengembangan SDM dan Investasi tercatat sangat baik, dengan rata-rata nilai minimal 91,15 Rincian penjelasan dari penilaian kinerja

## PERFORMANCE ASSESSMENT OF COMMITTEES UNDER THE BOARD OF COMMISSIONERS

Evaluation of the performance of committees under the Board of Commissioners is carried out collegially once every 1 (one) year. The parameters used in the assessment are based on the realization and completion of work programs that have been compiled in the Annual Work Plan, suggestions, recommendations and input provided by the Board of Commissioners Committee and the level of meeting attendance.

### 1. Results of the Audit Committee Performance Assessment

In 2024, the performance achievement of the Audit Committee was recorded as very good with an average score of at least 92.00. Detailed explanations of the Audit Committee's performance assessment are included in this Annual Report in the Board of Commissioners Supporting Organs section.

### 2. Results of the GCG, Nomination, Remuneration, HR Development and Investment Committee Performance Assessment

In 2024, the performance achievement of the GCG, Nomination, Remuneration, HR Development and Investment Committee was recorded as very good, with an average score of at least 91.15. Detailed

Komite GCG, Nominasi, Remunerasi, Pengembangan SDM dan Investasi tercantum dalam Laporan Tahunan ini pada bagian Organ Pendukung Dewan Komisaris.

3. Hasil Penilaian Kinerja Sekretaris Dewan Komisaris

Pada tahun 2024 capaian kinerja Sekretaris Dewan Komisaris tercatat sangat baik, dengan rata-rata nilai minimal 91,88. Rincian penjelasan dari penilaian kinerja Sekretaris Dewan Komisaris tercantum dalam Laporan Tahunan ini pada bagian Organ Pendukung Dewan Komisaris.

explanations of the performance assessment of the GCG, Nomination, Remuneration, HR Development and Investment Committee are included in this Annual Report in the Board of Commissioners Supporting Organs section.

3. Results of the Performance Assessment of the Secretary of the Board of Commissioners

In 2024, the performance achievement of the Secretary of the Board of Commissioners was recorded as very good, with an average score of at least 91.88. Details of the explanation of the performance assessment of the Secretary of the Board of Commissioners are listed in this Annual Report in the Supporting Organs of the Board of Commissioners section.





## Direksi

### Board of Directors

Direksi memiliki tanggung jawab penuh dalam melaksanakan tugas untuk mencapai maksud dan tujuan Perusahaan. Setiap anggota Direksi harus memiliki itikad baik dan penuh tanggung jawab menjalankan tugasnya demi kepentingan Perusahaan dengan memperhatikan peraturan perundang-undangan yang berlaku. Direksi juga memastikan agar Pupuk Kaltim melaksanakan tanggung jawab sosial serta memperhatikan kepentingan dari berbagai pemangku kepentingan sesuai dengan ketentuan Anggaran Dasar Perusahaan dan peraturan perundang-undangan yang berlaku.

#### DASAR HUKUM PENGANGKATAN

Pengangkatan Direksi Pupuk Kaltim memperhatikan dasar hukum sebagai berikut:

1. Undang-Undang RI No. 40 tahun 2007 tentang Perseroan Terbatas;
2. Peraturan Menteri BUMN RI No. PER-02/MBU/03/2015 tentang Persyaratan, Tata Cara Pengangkatan dan Pemberhentian Anggota Direksi;
3. Peraturan Menteri Negara BUMN No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia BUMN;
4. Surat Edaran PT Pupuk Indonesia (Persero) No. SE-08/XI/2012 tentang Pedoman Pelaksanaan Penerapan Tata Kelola Perusahaan yang Baik di Lingkungan Anak Perusahaan PT Pupuk Indonesia (Persero);
5. Anggaran Dasar PT Pupuk Kalimantan Timur.

#### KETENTUAN MASA JABATAN

Masa jabatan anggota Direksi ditetapkan 5 (lima) tahun terhitung sejak tanggal RUPS mengangkatnya dan dapat diangkat kembali untuk 1 (satu) kali masa jabatan. Namun demikian, anggota Direksi dapat diberhentikan sewaktu-waktu berdasarkan keputusan RUPS.

#### KOMPOSISI DAN SUSUNAN DIREKSI

Komposisi dan jumlah anggota Direksi ditetapkan oleh RUPS dengan memperhatikan visi, misi dan rencana strategis Pupuk Kaltim untuk mendukung pengambilan keputusan yang efektif, tepat dan cepat serta terhindar dari benturan kepentingan.

Pada 2024, terdapat perubahan komposisi dan susunan Direksi, sebagaimana terlampir berikut ini.

The Board of Directors holds full responsibility for carrying out its duties to achieve the Company's objectives and goals. Each member of the Board of Directors must act in good faith and with full responsibility in performing their duties in the best interest of the Company, while adhering to applicable laws and regulations. The Board of Directors also ensures that Pupuk Kaltim fulfills its social responsibilities and considers the interests of various stakeholders in accordance with the provisions of the Company's Articles of Association and prevailing laws and regulations.

#### LEGAL BASIS FOR APPOINTMENT

The appointment of the Board of Directors of Pupuk Kaltim takes into account the following legal basis:

1. Law of the Republic of Indonesia No. 40 of 2007 concerning Limited Liability Companies;
2. Regulation of the Minister of SOEs of the Republic of Indonesia No. PER-02/MBU/03/2015 concerning Requirements, Procedures for Appointment and Dismissal of Members of the Board of Directors;
3. Regulation of the Minister of State for SOEs No. PER-3/MBU/03/2023 concerning BUMN Organs and Human Resources;
4. Circular Letter of PT Pupuk Indonesia (Persero) No. SE-08/XI/2012 concerning Guidelines for the Implementation of Good Corporate Governance in Subsidiaries of PT Pupuk Indonesia (Persero);
5. Articles of Association of PT Pupuk Kalimantan Timur.

#### TERM OF OFFICE PROVISIONS

The term of office of members of the Board of Directors is set at 5 (five) years from the date the GMS appoints them and can be reappointed for 1 (one) term of office. However, members of the Board of Directors can be dismissed at any time based on the decision of the GMS.

#### COMPOSITION AND STRUCTURE OF THE BOARD OF DIRECTORS

The composition and number of members of the Board of Directors are determined by the GMS by taking into account the vision, mission and strategic plan of Pupuk Kaltim to support effective, precise and fast decision-making and avoid conflicts of interest.

In 2024, there were changes in the composition and structure of the Board of Directors, as attached below.

### Susunan Direksi per 31 Desember 2024

Composition of the Board of Directors as of December 31, 2024

| Nama<br>Name       | Jabatan<br>Position                                                                                                                                            | Dasar Pengangkatan<br>Legal Basis for Appointment                                                                                                                                                                                                                                                                                                                                               | Masa Jabatan dan Periode<br>Jabatan<br>Term of Office and Period of<br>Office                                                                                                         |
|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Budi Wahyu Soesilo | Direktur Utama<br>President Director                                                                                                                           | Keputusan RUPSLB tanggal 28 Juli 2023<br>Resolution of EGMS dated July 28, 2023                                                                                                                                                                                                                                                                                                                 | 27 Juli 2023 s.d RUPS 2028,<br>Periode Pertama<br>July 27, 2023 to 2028 GMS,<br>First Period                                                                                          |
| F. Purwanto        | Direktur Operasi<br>Director of Operations                                                                                                                     | Keputusan RUPSLB tanggal 13 November 2023<br>Resolution of EGMS dated November 13, 2023                                                                                                                                                                                                                                                                                                         | 13 November 2023 s.d RUPS 2028, Periode Pertama<br>November 13, 2023 to 2028 GMS, First Period                                                                                        |
| Hanggara Patrianta | Direktur Pengembangan<br>Director of Development                                                                                                               | <ul style="list-style-type: none"> <li>Keputusan RUPSLB tanggal 13 November 2023 sebagai Direktur Pengembangan</li> <li>Keputusan RUPSLB tanggal 25 Agustus 2020 sebagai Direktur Operasi &amp; Produksi</li> <li>Resolution of EGMS dated November 13, 2023 as Director of Development</li> <li>Resolution of EGMS dated August 25, 2020 as Director of Operations &amp; Production</li> </ul> | 25 Agustus 2020 s.d RUPS 2025, Periode Pertama<br>August 25, 2020 to 2025 GMS, First Period                                                                                           |
| Qomaruzzaman       | Direktur Keuangan dan Umum merangkap Plt. Direktur Manajemen Risiko<br>Director of Finance and General Affairs concurrently Acting Director of Risk Management | Keputusan RUPSLB tanggal 25 Agustus 2020<br>Resolution of EGMS dated August 25, 2020                                                                                                                                                                                                                                                                                                            | 25 Agustus 2020 s.d RUPS 2025, Periode Pertama<br>August 25, 2020 until the 2025 GMS, First Period                                                                                    |
|                    | Plt. Direktur Manajemen Risiko<br>Acting Director of Risk Management                                                                                           | Keputusan RUPSLB tanggal 13 Juni 2024<br>Resolution of EGMS dated June 13, 2024                                                                                                                                                                                                                                                                                                                 | 13 Juni 2024 s.d ditetapkannya Direktur Manajemen Risiko Perseroan yang definitif<br>June 13, 2024 until the appointment of the definitive Director of Risk Management of the Company |

Tidak terdapat perubahan komposisi dan susunan Direksi per 31 Desember 2024 sampai dengan ditandatanganinya Laporan Tahunan ini. Profil masing-masing Direksi dapat dilihat pada bab Profil Perusahaan dalam Laporan Tahunan ini.

There is no change in the composition of the Board of Directors as of December 31, 2024 until the signing of this Annual Report. The profile of each of the Directors can be seen in the Company Profile chapter in this Annual Report.

### PEDOMAN KERJA

Direksi telah memiliki pedoman Kerja dalam Pedoman Kerja Direksi dan Dewan Komisaris (*Board Manual*) yang menjadi acuan dalam melaksanakan tanggung jawab dan wewenangnya untuk memenuhi kepentingan para pemangku kepentingan. *Board Manual* terbaru telah disahkan melalui Surat Keputusan Bersama Dewan Komisaris PT Pupuk Kalimantan Timur No. KEP-01/KB/KOM-PKT/VII.2024 dan Direksi PT Pupuk Kalimantan Timur No. 1/KB/DIR-DK/VII.2024 tanggal 31 Juli 2024.

### WORK GUIDELINES

The Board of Directors has had Work guidelines in the Work Guidelines for the Board of Directors and Board of Commissioners (*Board Manual*) which serve as a reference in carrying out their responsibilities and authorities to meet the interests of stakeholders. The latest *Board Manual* has been ratified through a Joint Decree of the Board of Commissioners of PT Pupuk Kalimantan Timur No. KEP-01/KB/KOM-PKT/VII.2024 and the Board of Directors of PT Pupuk Kalimantan Timur No. 1/KB/DIR-DK/VII.2024 dated July 31, 2024.







*Board Manual* telah dicetak dan diberikan kepada Direksi pada masa pengenalan Perusahaan dan telah dipublikasikan di *website* Pupuk Kaltim. *Board Manual* tersebut disusun berdasarkan peraturan dan perundang-undangan yang berlaku dan dievaluasi secara berkala sesuai kebutuhan Perusahaan.

Pokok isi dan cakupan *Board Manual* Direksi adalah sebagai berikut:

- Pendahuluan.
- Dewan Komisaris.
- Direksi
  - Prinsip Dasar;
  - Komposisi Direksi;
  - Persyaratan, Pengangkatan dan Pemberhentian Direksi;
  - Masa Jabatan Direksi;
  - Pengaturan Rangkap Jabatan;
  - Program Pengenalan dan Pengembangan Direksi;
  - Tugas dan Tanggung Jawab Direksi;
  - Wewenang Direksi;
  - Pembagian Tugas dan Tanggung Jawab serta Pendelegasian Wewenang di antara Anggota Direksi;
  - Etika Jabatan dan Anti Korupsi;
  - Waktu Kerja;
  - Rencana Kerja Direksi;
  - Rapat Direksi;
  - Pengambilan Keputusan di Luar Rapat Direksi;
  - Pengukuran dan Penilaian Kerja Direksi;
  - Pelaporan dan Pertanggungjawaban Direksi;
  - Remunerasi Direksi;
  - Organ Pendukung Direksi.
- Hubungan Kerja Dewan Komisaris dan Direksi.
- Rapat Umum Pemegang Saham.
- Penutup.

## TUGAS DAN TANGGUNG JAWAB DIREKSI

1. Direksi bertugas menjalankan dan bertanggung jawab atas pengurusan Perusahaan untuk kepentingan Perusahaan sesuai dengan maksud dan tujuan Perusahaan yang ditetapkan dalam Anggaran Dasar serta penerapan tata kelola yang baik, antara lain:
  - a. Melakukan pembagian tugas/fungsi, wewenang dan tanggung jawab secara jelas, meliputi penetapan struktur/susunan organisasi yang sesuai dengan kebutuhan Perusahaan, penetapan kebijakan operasional dan standar operasional untuk proses bisnis inti dan penetapan mekanisme pengambilan keputusan atas tindakan perusahaan sesuai dengan ketentuan perundang-undangan;

The Board Manual has been printed and given to the Board of Directors during the Company's introduction period and has been published on the Pupuk Kaltim website. The Board Manual is prepared based on applicable laws and regulations and is evaluated periodically according to the Company's needs.

The main contents and scope of the Board of Directors' Board Manual are as follows:

- Introduction.
- Board of Commissioners.
- Board of Directors
  - Basic Principles;
  - Composition of the Board of Directors;
  - Requirements, Appointment and Dismissal of the Board of Directors;
  - Term of Office of the Board of Directors;
  - Arrangement of Dual Positions;
  - Director Introduction and Development Program;
  - Duties and Responsibilities of the Board of Directors;
  - Authority of the Board of Directors;
  - Division of Duties and Responsibilities and Delegation of Authority among Members of the Board of Directors;
  - Job Ethics and Anti-Corruption;
  - Working Hours;
  - Board of Directors Work Plan;
  - Board of Directors Meeting;
  - Decision Making Outside of Board of Directors Meeting;
  - Measurement and Assessment of Board of Directors Work;
  - Board of Directors Reporting and Accountability;
  - Board of Directors Remuneration;
  - Board of Directors Supporting Organs.
- Working Relationship between the Board of Commissioners and the Board of Directors.
- General Meeting of Shareholders.
- Closing.

## DUTIES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS

1. The Board of Directors is tasked with carrying out and being responsible for the management of the Company for the benefit of the Company in accordance with the Company's intent and objectives as set out in the Articles of Association and the implementation of good governance, including:
  - a. Clearly dividing tasks/functions, authorities and responsibilities, including determining the organizational structure/composition in accordance with the Company's needs, determining operational policies and operational standards for core business processes and determining decision-making mechanisms for company actions in accordance with statutory provisions;

- b. Menyusun perencanaan Perusahaan meliputi penyusunan RJPP dan RKAP, penempatan karyawan dan perencanaan suksesi jabatan, respons terhadap peluang bisnis dan respons terhadap isu-isu terkini mengenai perubahan lingkungan bisnis dan permasalahannya;
  - c. Memenuhi target kinerja Perusahaan meliputi pelaksanaan program/kegiatan sesuai dengan RKAP dan pengambilan keputusan yang diperlukan, pengukuran dan penilaian kinerja untuk unit dan jabatan dalam organisasi, penetapan target kinerja berdasarkan RKAP dan diturunkan secara berjenjang, analisis dan evaluasi terhadap capaian kinerja untuk jabatan/unit di bawah Direksi, pelaporan pelaksanaan sistem manajemen kinerja kepada Dewan Komisaris, pengusulan insentif kinerja untuk Direksi. Selain itu, penerapan sistem Teknologi Informasi (TI), pelaksanaan sistem peningkatan mutu produk dan pelayanan, pengelolaan pengadaan barang dan jasa. Pengelolaan SDM (pengembangan SDM, penilaian kinerja dan pemberian remunerasi yang layak serta membangun lingkungan SDM yang efektif), tata kelola anak perusahaan, dan/atau perusahaan patungan;
  - d. Melaksanakan pengendalian operasional dan keuangan terhadap implementasi rencana dan kebijakan perusahaan meliputi penerapan kebijakan akuntansi dan penyusunan laporan keuangan sesuai Standar Akuntansi Keuangan (SAK), manajemen risiko, pengelolaan pengendalian intern, tindak lanjut hasil pemeriksaan auditor internal dan auditor eksternal;
  - e. Melaksanakan pengurusan Perusahaan sesuai dengan peraturan perundang-undangan yang berlaku dan Anggaran Dasar meliputi penetapan mekanisme untuk menjaga kepatuhan terhadap peraturan perundang-undangan dan perjanjian dengan pihak ketiga, menjalankan peraturan perundang-undangan yang berlaku dan perjanjian dengan pihak ketiga;
  - f. Melakukan hubungan yang bernilai tambah bagi Perusahaan dan *stakeholders* meliputi pelaksanaan hubungan dengan pelanggan, pemasok, kreditur, karyawan Perusahaan. Selain itu, pelaksanaan kewajiban kepada Negara, menampung dan menindaklanjuti keluhan-keluhan *stakeholders*, meningkatkan nilai Pemegang Saham secara konsisten dan berkelanjutan serta pengelolaan tanggung jawab sosial Perusahaan;
  - g. Mengelola potensi benturan kepentingan anggota Direksi dan manajemen di bawah Direksi meliputi penetapan dan implementasi kebijakan tentang
- b. Preparing Company planning including the preparation of RJPP and RKAP, employee placement and job succession planning, responding to business opportunities and responding to current issues regarding changes in the business environment and its problems;
  - c. Meeting the Company's performance targets including implementing programs/activities in accordance with the RKAP and making necessary decisions, measuring and assessing performance for units and positions within the organization, determining performance targets based on the RKAP and being passed down in stages, analyzing and evaluating performance achievements for positions/units under the Board of Directors, reporting on the implementation of the performance management system to the Board of Commissioners, proposing performance incentives for the Board of Directors. In addition, the implementation of Information Technology (IT) systems, the implementation of product and service quality improvement systems, management of procurement of goods and services. Human Resource Management (HR development, performance assessment and provision of appropriate remuneration and building an effective HR environment), subsidiary governance, and/or joint ventures;
  - d. Implementing operational and financial control over the implementation of company plans and policies including the implementation of accounting policies and preparation of financial statements in accordance with Financial Accounting Standards (SAK), risk management, management of internal control, follow-up of internal and external auditor audit results;
  - e. Implementing Company management in accordance with applicable laws and regulations and the Articles of Association including establishing mechanisms to maintain compliance with laws and regulations and agreements with third parties, implementing applicable laws and regulations and agreements with third parties;
  - f. Conducting relationships that add value to the Company and stakeholders including the implementation of relationships with customers, suppliers, creditors, and employees of the Company. In addition, the implementation of obligations to the State, accommodating and following up on stakeholder complaints, increasing Shareholder value consistently and sustainably and managing the Company's social responsibility;
  - g. Managing potential conflicts of interest of members of the Board of Directors and management under the Board of Directors includes establishing and





mekanisme bagi Direksi dan pejabat struktural untuk mencegah pengambilan keuntungan pribadi dan pihak lainnya disebabkan benturan kepentingan; dan

- h. Memastikan Perusahaan melaksanakan keterbukaan informasi dan komunikasi sesuai peraturan perundang-undangan yang berlaku dan penyampaian informasi kepada Dewan Komisaris dan Pemegang Saham meliputi pelaporan informasi-informasi yang relevan kepada Dewan Komisaris, Pemegang Saham dan perlakuan yang sama (*fairness*) dalam memberikan informasi kepada Pemegang Saham dan anggota Dewan Komisaris.

2. Dalam melaksanakan tugasnya, Direksi berkewajiban untuk:

- a. Mengusahakan dan menjamin terlaksananya usaha dan kegiatan Perusahaan sesuai dengan maksud dan tujuan serta kegiatan usahanya;
- b. Melaksanakan kebijakan yang ditetapkan oleh Pemegang Saham;
- c. Menyiapkan pada waktunya Rencana Jangka Panjang Perusahaan, Rencana Kerja dan Anggaran Tahunan Perusahaan dan rencana kerja lainnya serta perubahannya untuk disampaikan kepada Dewan Komisaris dan Pemegang Saham untuk mendapatkan pengesahan RUPS;
- d. Membuat Laporan Tahunan sebagai wujud pertanggungjawaban pengurusan Perusahaan, serta dokumen keuangan Perusahaan sebagaimana dimaksud dalam Undang-Undang tentang Dokumen Perusahaan.
- e. Menyusun Laporan Keuangan berdasarkan Standar Akuntansi Keuangan dan menyerahkan kepada Akuntan Publik untuk diaudit;
- f. Menyampaikan Laporan Tahunan termasuk laporan keuangan kepada Pemegang Saham;
- g. Memberikan penjelasan kepada RUPS mengenai Laporan Tahunan;
- h. Menyampaikan Neraca dan Laporan Laba Rugi yang telah disahkan oleh RUPS kepada Menteri di bidang hukum sesuai dengan ketentuan peraturan perundang-undangan;
- i. Menyampaikan laporan perubahan susunan Pemegang Saham, Direksi, dan Dewan Komisaris kepada Menteri yang membidangi Hukum dan Hak Asasi Manusia;
- j. Membuat Daftar Pemegang Saham, Daftar Khusus, Risalah RUPS, dan Risalah Rapat Direksi;
- k. Memelihara dan menyimpan di tempat kedudukan Perusahaan: Daftar Pemegang Saham, Daftar Khusus, Risalah RUPS, Risalah Rapat Dewan Komisaris dan Risalah Rapat Direksi, Laporan Tahunan dan dokumen keuangan Perusahaan serta dokumen Perusahaan lainnya;

implementing policies on mechanisms for the Board of Directors and structural officials to prevent personal gain and other parties from taking advantage of conflicts of interest; and

- h. Ensuring that the Company implements transparency of information and communication in accordance with applicable laws and regulations and the delivery of information to the Board of Commissioners and Shareholders includes reporting relevant information to the Board of Commissioners, Shareholders and equal treatment (*fairness*) in providing information to Shareholders and members of the Board of Commissioners.

2. In carrying out its duties, the Board of Directors is obliged to:

- a. Strive for and ensure the implementation of the Company's business and activities in accordance with the intent and purpose and its business activities;
- b. Implement policies set by the Shareholders;
- c. Prepare in a timely manner the Company's Long-Term Plan, the Company's Annual Work Plan and Budget and other work plans and amendments thereto to be submitted to the Board of Commissioners and Shareholders to obtain approval from the GMS;
- d. Prepare an Annual Report as a form of accountability for the management of the Company, as well as the Company's financial documents as referred to in the Law on Company Documents.
- e. Prepare Financial Reports based on Financial Accounting Standards and submit them to a Public Accountant for audit;
- f. Submit an Annual Report including financial reports to Shareholders;
- g. Provide an explanation to the GMS regarding the Annual Report;
- h. Submit the Balance Sheet and Profit and Loss Statement that have been approved by the GMS to the Minister in the field of law in accordance with the provisions of laws and regulations;
- i. Submitting reports on changes in the composition of Shareholders, Directors and Board of Commissioners to the Minister in charge of Law and Human Rights;
- j. Making a List of Shareholders, Special List, Minutes of GMS, and Minutes of Board of Directors Meetings;
- k. Maintaining and storing at the Company's domicile: List of Shareholders, Special List, Minutes of GMS, Minutes of Board of Commissioners Meetings and Minutes of Board of Directors Meetings, Annual Reports and Company financial documents and other Company documents;

- l. Menyusun sistem akuntansi sesuai dengan Standar Akuntansi Keuangan dan berdasarkan prinsip-prinsip pengendalian intern, terutama fungsi pengurusan, pencatatan, penyimpanan, dan pengawasan;
- m. Memberikan laporan berkala menurut cara dan waktu sesuai dengan ketentuan yang berlaku, serta laporan lainnya setiap kali diminta oleh Dewan Komisaris dan/atau Pemegang Saham dengan memperhatikan peraturan perundang-undangan yang berlaku;
- n. Menyiapkan susunan organisasi Perusahaan lengkap dengan rincian dan tugasnya;
- o. Memberikan penjelasan tentang segala hal yang ditanyakan atau yang diminta oleh Dewan Komisaris dan Pemegang Saham dengan memperhatikan peraturan perundang-undangan yang berlaku;
- p. Menjalankan kewajiban-kewajiban lainnya sesuai dengan ketentuan yang diatur dalam Anggaran Dasar ini dan yang ditetapkan oleh RUPS berdasarkan peraturan perundang-undangan.

### WEWENANG DIREKSI

Wewenang yang dimiliki Direksi dalam mengelola Perusahaan diuraikan sebagai berikut:

1. Menetapkan dan melaksanakan kepengurusan Perusahaan, dengan ketentuan bahwa terhadap penyelenggaraan bidang-bidang di Perusahaan, antara lain sebagai berikut:
  - a. pemasaran dan penjualan;
  - b. penelitian dan pengembangan;
  - c. *supply chain management* dan *cost management*;
  - d. pengadaan barang dan atau jasa;
  - e. *finance* dan audit serta manajemen risiko dan kepatuhan;
  - f. manajemen talenta dan pengembangan sumber daya manusia yang terintegrasi;
  - g. hukum;
  - h. bidang lainnya, dapat diatur dan ditetapkan secara khusus oleh Pemegang Saham Mayoritas.
2. Mengatur penyerahan kekuasaan Direksi kepada seorang atau beberapa orang anggota Direksi untuk mengambil keputusan atas nama Direksi atau mewakili Perusahaan di dalam dan di luar pengadilan;
3. Mengatur penyerahan kekuasaan Direksi kepada seorang atau beberapa orang pekerja Perusahaan baik sendiri-sendiri maupun bersama-sama atau kepada orang lain, untuk mewakili Perusahaan di dalam dan di luar pengadilan;
4. Mengatur ketentuan-ketentuan tentang kepegawaian Perusahaan termasuk penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi pekerja Perusahaan berdasarkan peraturan perundang-undangan yang berlaku, dengan ketentuan bahwa terhadap penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi pekerja wajib

- l. Preparing an accounting system in accordance with Financial Accounting Standards and based on the principles of internal control, especially the functions of management, recording, storage, and supervision;
- m. Providing periodic reports in the manner and time in accordance with applicable provisions, as well as other reports whenever requested by the Board of Commissioners and/or Shareholders by considering applicable laws and regulations;
- n. Preparing the Company's organizational structure complete with details and duties;
- o. Providing explanations regarding all matters asked or requested by the Board of Commissioners and Shareholders by considering applicable laws and regulations;
- p. Carry out other duties in accordance with the provisions set out in these Articles of Association and those determined by the GMS based on statutory regulations.

### AUTHORITY OF THE BOARD OF DIRECTORS

The authority held by the Board of Directors in managing the Company is described as follows:

1. Determine and implement the management of the Company, with the provision that the implementation of the fields in the Company, among others, are as follows:
  - a. marketing and sales;
  - b. research and development;
  - c. supply chain management and cost management;
  - d. procurement of goods and/or services;
  - e. finance and audit as well as risk management and compliance;
  - f. talent management and integrated human resource development;
  - g. legal;
  - h. other fields, can be specifically regulated and determined by the Majority Shareholder.
2. Arrange the transfer of authority of the Board of Directors to one or several members of the Board of Directors to make decisions on behalf of the Board of Directors or represent the Company in and out of court;
3. Arrange the transfer of authority of the Board of Directors to one or several employees of the Company, either individually or together or to other people, to represent the Company in and out of court;
4. Arrange provisions regarding Company personnel including the determination of salaries, pensions or old age security and other income for Company workers based on applicable laws and regulations, with the provision that the determination of salaries, pensions or old age security and other income for workers must first obtain written approval from the Shareholders;





mendapatkan persetujuan tertulis terlebih dahulu dari Pemegang Saham;

5. Mengangkat dan memberhentikan pekerja Perusahaan berdasarkan peraturan kepegawaian Perusahaan dan peraturan perundang-undangan yang berlaku;
6. Mengangkat dan memberhentikan Sekretaris Perusahaan serta membentuk Satuan Pengawas Intern;
7. Melakukan segala tindakan dan perbuatan lainnya mengenai pengurusan maupun pemilikan kekayaan Perusahaan, mengikat Perusahaan dengan pihak lain dan/atau pihak lain dengan Perusahaan, serta mewakili Perusahaan di dalam dan di luar pengadilan tentang segala hal dan segala kejadian, dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar dan/atau Keputusan RUPS.

5. Appoint and dismiss Company workers based on Company personnel regulations and applicable laws and regulations;
6. Appoint and dismiss the Corporate Secretary and form an Internal Supervisory Unit;
7. Carry out all other actions and deeds regarding the management or ownership of Company assets, bind the Company with other parties and/or other parties with the Company, and represent the Company inside and outside the court regarding all matters and all events, with limitations as stipulated in laws and regulations, Articles of Association and/or GMS Decisions.

## PEMBAGIAN TUGAS ANGGOTA DIREKSI

Pembagian tugas di antara anggota Direksi tidak menghilangkan tanggung jawab Direksi secara kolegal dalam pengurusan Pupuk Kaltim. Adapun pembagian tugas anggota Direksi sebagai berikut:

## DIVISION OF DUTIES OF MEMBERS OF THE BOARD OF DIRECTORS

The division of duties among members of the Board of Directors does not eliminate the collegial responsibility of the Board of Directors in managing Pupuk Kaltim. The division of duties of members of the Board of Directors is as follows:

| Nama dan Jabatan<br>Name and Position                             | Tugas                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Duties                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
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| <b>Budi Wahyu Soesilo</b><br>Direktur Utama<br>President Director | <ul style="list-style-type: none"> <li>Mengkoordinasikan tugas-tugas yang dilakukan oleh dan merupakan tanggung jawab dari Direktur Manajemen Risiko, Direktur Operasi, Direktur Pengembangan serta Direktur Keuangan dan Umum;</li> <li>Mengarahkan, menetapkan, dan mengendalikan sistem manajemen terpadu untuk menjadi pedoman dan acuan seluruh manajemen dalam pencapaian tujuan perusahaan;</li> <li>Mengarahkan dan menetapkan sistem pengendalian internal untuk memastikan jalannya kegiatan operasional dan pencapaian kinerja Perusahaan sesuai dengan kebijakan dan peraturan perundang-undangan, Anggaran Dasar, Rencana Jangka Panjang dan Rencana Kerja Anggaran Perusahaan;</li> <li>Mengarahkan, menetapkan, dan mengendalikan kebijakan pengembangan program <i>community development</i>, agar sesuai dengan kebijakan dan keputusan pemerintah, visi, misi dan strategi Perusahaan;</li> <li>Membuat Laporan Tahunan serta laporan lainnya sesuai ketentuan yang berlaku;</li> <li>Memberikan penjelasan tentang segala hal yang diminta oleh Anggota Dewan Komisaris dan para Pemegang Saham.</li> </ul> | <ul style="list-style-type: none"> <li>Coordinating the tasks carried out by and are the responsibility of the Director of Risk Management, Director of Operations, Director of Development and Director of Finance and General Affairs;</li> <li>Directing, establishing, and controlling an integrated management system to serve as a guideline and reference for all management in achieving the company's goals;</li> <li>Directing and establishing an internal control system to ensure that the Company's operational activities and performance are in accordance with policies and regulations, Articles of Association, Long-Term Plan and Company Work Budget Plan;</li> <li>Directing, establishing, and controlling the development policy of community development programs, to be in accordance with government policies and decisions, the Company's vision, mission and strategy;</li> <li>Making Annual Reports and other reports in accordance with applicable provisions;</li> <li>Providing explanations on all matters requested by Members of the Board of Commissioners and Shareholders.</li> </ul> |



| Nama dan Jabatan<br>Name and Position                                         | Tugas                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Duties                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
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| <b>F. Purwanto</b><br>Direktur Operasi<br>Director of Operations              | <ul style="list-style-type: none"> <li>• Mengarahkan, mengevaluasi, mengelola dan bertanggung jawab atas seluruh perencanaan yang terkait dengan operasi dan produksi sesuai dengan rencana tahunan dan jangka panjang perusahaan;</li> <li>• Mengarahkan, mengevaluasi, mengelola dan bertanggung jawab atas kegiatan pemeliharaan pabrik dan pendukung lainnya untuk meningkatkan produktivitas, efisiensi dan keselamatan proses produksi dan pemeliharaan sesuai dengan standar Sistem Manajemen dan Peraturan lainnya yang berlaku;</li> <li>• Memutuskan pelaksanaan <i>Turn Around</i> dan <i>Shut Down</i> Pabrik baik <i>scheduled</i> maupun <i>unscheduled</i> yang diajukan oleh SVP Operasi, dengan mengutamakan keselamatan karyawan, peralatan dan meminimalkan kerugian yang mungkin terjadi;</li> <li>• Mengarahkan, mengevaluasi, mengelola dan bertanggung jawab atas pengeluaran biaya operasi, pemeliharaan dan investasi yang berkaitan dengan kegiatan operasi dan produksi untuk meningkatkan efisiensi biaya dalam mencapai target secara berkesinambungan;</li> <li>• Mengarahkan, mengevaluasi, mengelola dan bertanggung jawab atas penyempurnaan dan/atau implementasi kebijakan Keselamatan dan Kesehatan Kerja serta Lingkungan Hidup sesuai dengan standar Sistem Manajemen dan Peraturan lainnya yang berlaku;</li> <li>• Mengarahkan, mengevaluasi dan mengelola pengaturan prioritas pasokan utilitas serta penggunaan fasilitas perusahaan oleh Anak Perusahaan dan JVC, untuk menghasilkan manfaat yang optimal;</li> <li>• Memimpin, mengarahkan dan bertanggung jawab atas seluruh perencanaan maupun pelaksanaan kegiatan yang terkait dengan bidang teknik dan pengembangan perusahaan untuk digunakan sebagai acuan dalam mencapai target sesuai dengan RKAP maupun target jangka panjang.</li> </ul> | <ul style="list-style-type: none"> <li>• Direct, evaluate, manage and be responsible for all planning related to operations and production in accordance with the company's annual and long-term plans;</li> <li>• Direct, evaluate, manage and be responsible for factory maintenance activities and other supporting activities to improve productivity, efficiency and safety of production and maintenance processes in accordance with the applicable Management System standards and other Regulations;</li> <li>• Decide on the implementation of Turn Around and Shut Down of the Factory, both scheduled and unscheduled, submitted by the SVP of Operations, prioritizing the safety of employees, equipment and minimizing possible losses;</li> <li>• Direct, evaluate, manage and be responsible for the expenditure of operating costs, maintenance and investment related to operating activities and production to improve cost efficiency in achieving targets sustainably;</li> <li>• Direct, evaluate, manage and be responsible for the improvement and/or implementation of Occupational Safety and Health and Environmental policies in accordance with the applicable Management System standards and other Regulations;</li> <li>• Direct, evaluate and manage the priority arrangement of utility supplies and the use of company facilities by Subsidiaries and JVCs, to produce optimal benefits;</li> <li>• Lead, direct and be responsible for all planning and implementation of activities related to the engineering and development fields of the company to be used as a reference in achieving targets in accordance with the RKAP and long-term targets.</li> </ul> |
| <b>Hanggara Patrianta</b><br>Direktur Pengembangan<br>Director of Development | <ul style="list-style-type: none"> <li>• Memimpin, mengarahkan serta bertanggung jawab atas seluruh perencanaan maupun pelaksanaan kegiatan yang terkait dengan bidang teknik dan pengembangan Perusahaan untuk digunakan sebagai acuan dalam mencapai target sesuai dengan RKAP maupun target jangka panjang;</li> <li>• Mengarahkan, mengkoordinir, mengawasi serta bertanggung jawab atas seluruh perencanaan maupun proses pelaksanaan pengadaan barang dan jasa untuk memastikan ketersediaannya sesuai dengan spesifikasi yang telah ditetapkan sesuai dengan prosedur dan ketentuan yang berlaku di perusahaan, kebijakan Pemegang Saham, dan peraturan perundangan untuk memastikan efisiensi dan tepat waktu guna mendukung kelancaran operasional Perusahaan baik jangka pendek maupun jangka panjang;</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>• Lead, direct and be responsible for all planning and implementation of activities related to the Company's engineering and development fields to be used as a reference in achieving targets in accordance with the RKAP and long-term targets;</li> <li>• Direct, coordinate, supervise and be responsible for all planning and implementation processes of procurement of goods and services to ensure their availability in accordance with the specifications that have been set in accordance with the procedures and provisions applicable in the company, Shareholder policies, and laws and regulations to ensure efficiency and timeliness to support the smooth operation of the Company both in the short and long term;</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |





| Nama dan Jabatan<br>Name and Position                                            | Tugas                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Duties                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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|                                                                                  | <ul style="list-style-type: none"> <li>• Mengarahkan, mengkoordinir, mengawasi serta bertanggung jawab atas seluruh perencanaan kegiatan penelitian dan pengembangan bisnis, teknologi informasi, yang meliputi kegiatan operasional dan evaluasi, analisis kerja sama usaha sesuai dengan prosedur dan ketentuan yang berlaku di perusahaan, kebijakan Pemegang Saham, anggaran dasar dan peraturan perundangan;</li> <li>• Mengarahkan dan mengevaluasi Jasa Pelayanan Pabrik dalam rangka menjadi <i>Strategic Business Unit</i> yang mendukung pencapaian profit serta peningkatan daya saing perusahaan;</li> <li>• Mengarahkan, mengkoordinir, dan mengawasi serta bertanggung jawab atas kegiatan <i>engineering</i>, logistik suku cadang, yang efisien dan efektif untuk mendukung aktivitas di bidang produksi dan pemeliharaan kawasan agar dapat berjalan secara lancar;</li> <li>• Mengarahkan, mengawasi dan mengevaluasi perkembangan anak perusahaan PKT dan melakukan mediasi antara PKT dengan perusahaan afiliasi yang terdiri dari JVC, Yayasan, Koperasi termasuk anak perusahaannya di lingkungan PKT sehingga visi, misi dan rencana strategi Perusahaan dapat dicapai.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>• Direct, coordinate, supervise and be responsible for all planning of research and business development activities, information technology, which include operational activities and evaluation, analysis of business cooperation in accordance with the procedures and provisions applicable in the company, Shareholder policies, articles of association and laws and regulations;</li> <li>• Direct and evaluate Factory Service in order to become a Strategic Business Unit that supports the achievement of profit and increasing the company's competitiveness;</li> <li>• Directing, coordinating, and supervising and being responsible for engineering activities, spare part logistics, which are efficient and effective to support activities in the field of production and maintenance of the area so that they can run smoothly;</li> <li>• Directing, supervising and evaluating the development of PKT subsidiaries and mediating between PKT and affiliated companies consisting of JVC, Foundations, Cooperatives including their subsidiaries within the PKT environment so that the Company's vision, mission and strategic plan can be achieved.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Qomaruzzaman</b><br>Direktur Keuangan & Umum<br>Director of Finance & General | <ul style="list-style-type: none"> <li>• Mengarahkan dan mengkoordinasikan perencanaan maupun kegiatan yang terkait dengan bidang pemasaran, penjualan produk, dan keuangan sesuai dengan ketentuan yang ditetapkan dalam RKAP maupun RJP;</li> <li>• Mengarahkan, mengevaluasi serta bertanggung jawab atas pengendalian pengelolaan fungsi-fungsi perbendaharaan, pengendalian keuangan, akuntansi dan perpajakan agar kondisi keuangan Perusahaan berjalan lancar;</li> <li>• Mengarahkan pendanaan dari sumber perbankan atau lembaga keuangan yang sesuai dengan prosedur dan ketentuan yang berlaku di Perusahaan, Anggaran Dasar, ketentuan Pemegang Saham dan peraturan perundangan yang bertujuan untuk menjamin berjalannya operasional pabrik;</li> <li>• Mengarahkan, mengevaluasi, mengelola dan bertanggung jawab atas seluruh strategi bidang SDM dan <i>General Affair</i> sebagai acuan dalam mencapai target sesuai dengan rencana jangka pendek dan jangka panjang sesuai RKAP sehingga memberikan kontribusi positif bagi perusahaan;</li> <li>• Mengarahkan, memimpin dan memotivasi SDM serta bertanggung jawab untuk memelihara dan meningkatkan kepuasan, keterikatan serta keunggulan SDM sehingga produktivitas SDM dan tata nilai Perusahaan dapat dicapai dengan optimal;</li> <li>• Mengarahkan, mengevaluasi, mengelola dan bertanggung jawab atas kegiatan manajemen sumber daya manusia dan pengembangan organisasi yang meliputi perencanaan, pemeliharaan, pembinaan, pengembangan tenaga kerja serta pengelolaan pasca kerja berdasarkan prinsip-prinsip GCG, ketentuan pemerintah dan undang-undang yang berlaku, sehingga produktivitas SDM tercapai.</li> </ul> | <ul style="list-style-type: none"> <li>• Directing and coordinating planning and activities related to marketing, product sales, and finance in accordance with the provisions set out in the RKAP and RJP;</li> <li>• Directing, evaluating and being responsible for controlling the management of treasury functions, financial control, accounting and taxation so that the Company's financial condition runs smoothly;</li> <li>• Directing funding from banking sources or financial institutions in accordance with the procedures and provisions applicable in the Company, Articles of Association, Shareholder provisions and laws and regulations that aim to ensure the smooth operation of the factory;</li> <li>• Directing, evaluating, managing and being responsible for all HR and General Affairs strategies as a reference in achieving targets in accordance with short-term and long-term plans according to the RKAP so as to provide a positive contribution to the company;</li> <li>• Directing, leading and motivating HR and being responsible for maintaining and improving HR satisfaction, engagement and excellence so that HR productivity and the Company's values can be achieved optimally;</li> <li>• Directing, evaluating, managing and being responsible for human resource management activities and organizational development which include planning, maintenance, coaching, workforce development and post-employment management based on GCG (Good Corporate Governance) principles, government regulations and applicable laws, so that HR productivity is achieved.</li> </ul> |



| Nama dan Jabatan<br>Name and Position                                                       | Tugas                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Duties                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
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| <b>Qomaruzzaman</b><br>Plt. Direktur Manajemen Risiko<br>Acting Director of Risk management | <ul style="list-style-type: none"> <li>Mengarahkan dan mengevaluasi dalam penerapan strategi manajemen risiko yang sejalan dengan visi misi dan tujuan strategis dan operasional Perusahaan serta menciptakan kerangka kerja yang efektif untuk mengidentifikasi, menganalisis, dan memitigasi risiko yang dapat mempengaruhi kinerja dan pencapaian perusahaan;</li> <li>Melakukan penilaian risiko secara menyeluruh dan berkala dan mengevaluasi laporan rekomendasi yang informatif untuk Manajemen dan Direksi;</li> <li>Mengawasi kebijakan internal perusahaan yang berkaitan dengan aspek hukum dan memastikan bahwa kebijakan hukum yang diterapkan sesuai dengan standar yang ditetapkan oleh peraturan perundang-undangan dan strategi manajemen risiko perusahaan yang mencakup kebijakan terkait kontrak, transaksi, pengelolaan sengketa, dan masalah hukum lainnya;</li> <li>Melakukan identifikasi dan evaluasi terhadap risiko hukum yang dapat mempengaruhi perusahaan, seperti potensi sengketa, perubahan regulasi, atau risiko hukum lainnya dan menyusun langkah mitigasi yang tepat agar perusahaan dapat meminimalkan potensi kerugian yang terkait dengan masalah hukum.</li> <li>Menerapkan teknologi dan metodologi terbaru dalam meningkatkan efektivitas dan efisiensi manajemen risiko serta mengawasi dan mengevaluasi efektivitas strategi dan praktik manajemen risiko yang diterapkan, serta melakukan perbaikan yang diperlukan;</li> <li>Memimpin, mengarahkan dan bertanggung jawab atas seluruh perencanaan maupun pelaksanaan kegiatan yang terkait dengan tata kelola dan kepatuhan serta manajemen risiko.</li> </ul> | <ul style="list-style-type: none"> <li>Directing and evaluating the implementation of risk management strategies that are in line with the Company's vision, mission, strategic and operational objectives and creating an effective framework for identifying, analyzing, and mitigating risks that may affect the company's performance and achievements;</li> <li>Conducting comprehensive and periodic risk assessments and evaluating informative recommendation reports for Management and the Board of Directors;</li> <li>Supervising the company's internal policies related to legal aspects and ensuring that the legal policies implemented are in accordance with the standards set by laws and regulations and the company's risk management strategy that includes policies related to contracts, transactions, dispute management, and other legal issues;</li> <li>Identifying and evaluating legal risks that may affect the company, such as potential disputes, regulatory changes, or other legal risks and preparing appropriate mitigation steps so that the company can minimize potential losses related to legal issues;</li> <li>Applying the latest technology and methodology in improving the effectiveness and efficiency of risk management and monitoring and evaluating the effectiveness of the implemented risk management strategies and practices, and making necessary improvements;</li> <li>Lead, direct and be responsible for all planning and implementation of activities related to governance and compliance as well as risk management.</li> </ul> |

## PENDELEGASIAN WEWENANG DIREKSI

Pada tahun 2024 tidak terdapat pendelegasian wewenang melalui surat kuasa khusus untuk terpenuhinya kuorum rapat.

## RENCANA DAN REALISASI PROGRAM KERJA 2024

Pelaksanaan tugas dan tanggung jawab Direksi selama tahun 2024 yang bersifat strategis antara lain:

- Hilirisasi amoniak menjadi produk bernilai tambah;
- Hilirisasi produk petrokimia turunan gas;
- Pengembangan produk berbasis *renewable resources*;
- Memperkaya portofolio produk di sektor agrikultur;
- Ekspansi kapasitas produk;

## DELEGATION OF AUTHORITY OF THE BOARD OF DIRECTORS

In 2024 there will be no delegation of authority through a special power of attorney to fulfill the meeting quorum.

## THE 2024 WORK PROGRAM PLAN AND REALIZATION

Implementation of the Board of Directors' duties and responsibilities during 2024 that are strategic in nature include:

- Down streaming of ammonia into value-added products;
- Down streaming of gas-derived petrochemical products;
- Development of products based on renewable resources;
- Enriching the product portfolio in the agricultural sector;
- Expansion of product capacity;





6. Pengembangan produk ramah lingkungan;
7. Pengembangan SBU-JPP sebagai *Plan Service as Provider*;
8. Pendalaman area Dermaga;
9. Penguatan *operability* utilitas Pabrik;
10. Diversifikasi produk baru & riset teknologi baru;
11. Mendukung program Dekarbonisasi;
12. Penguatan HSSE;
13. Pendanaan proyek dan pengelolaan *treasury*;
14. Implementasi TKDN pengadaan barang dan jasa;
15. Penguatan infrastruktur pendukung pabrik;
16. Proses operasional yang efisien;
17. Pengamanan pasokan bahan baku;
18. Penguatan rantai pasok;
19. Optimasi biaya dengan *cost control management*;
20. Peningkatan *market portion* urea di pasar Asia Pasifik dan pasar potensial lainnya;
21. Peningkatan *market portion* amoniak di pasar Asia Pasifik dan pasar potensial lainnya;
22. Peningkatan *market portion* NPK di pasar Asia Pasifik dan pasar potensial lainnya;
23. Ekspansi *manufacturing footprint* mendekati sumber gas dan harga kompetitif.

### EVALUASI ATAS STRATEGI PERUSAHAAN

Direksi dan jajaran manajemen Pupuk Kaltim secara rutin mengevaluasi strategi Perusahaan yang selaras dengan visi dan misi Perusahaan yang tercantum dalam RKAP dan RJP guna mengetahui tingkat pencapaian, arah bisnis dan lingkungan bisnis terkini. Proses penyusunan RKAP setiap tahunnya mengacu pada RJP yang dikaji oleh Dewan Komisaris. Evaluasi atas RKAP dan RJP pada 2024 telah dilakukan dalam rapat gabungan Dewan Komisaris dan Direksi.

### PROGRAM PENGENALAN PERUSAHAAN BAGI ANGGOTA DIREKSI BARU

Pupuk Kaltim melaksanakan program pengenalan Perusahaan bagi anggota Direksi baru untuk memberikan gambaran atas aktivitas bisnis, rencana Perusahaan ke depan, pedoman kerja dan hal lainnya yang menjadi tanggung jawab Direksi.

Pada 2024, Pupuk Kaltim tidak menyelenggarakan kegiatan pengenalan Perusahaan terhadap Direksi, karena tidak terdapat pengangkatan Direksi baru.

### PENGEMBANGAN KOMPETENSI DIREKSI

Pupuk Kaltim memiliki kebijakan untuk memberikan program kegiatan pengembangan kompetensi kepada Direksi. Kegiatan tersebut sepenuhnya menjadi tanggung jawab Perusahaan dengan pendanaan yang tertuang dalam RKAP Perusahaan.

6. Development of environmentally friendly products;
7. Development of SBU-JPP as a Plan Service as Provider;
8. Deepening the Dock area;
9. Strengthening the operability of Factory utilities;
10. Diversification of new products & research into new technologies;
11. Supporting the Decarbonization program;
12. Strengthening HSSE;
13. Project funding and treasury management;
14. Implementation of TKDN procurement of goods and services;
15. Strengthening factory supporting infrastructure;
16. Efficient operational processes;
17. Securing raw material supplies;
18. Strengthening the supply chain;
19. Cost optimization with cost control management;
20. Increasing the market share of urea in the Asia Pacific market and other potential markets;
21. Increasing the market share of ammonia in the Asia Pacific market and other potential markets;
22. Increasing the market share of NPK in the Asia Pacific market and other potential markets;
23. Expansion of manufacturing footprint closer to gas sources and competitive prices.

### EVALUATION OF COMPANY STRATEGY

The Board of Directors and the board of management of Pupuk Kaltim routinely evaluate the Company's strategy in line with the Company's vision and mission as stated in the RKAP and RJP in order to determine the level of achievement, business direction and current business environment. The process of preparing the RKAP each year refers to the RJP which is reviewed by the Board of Commissioners. Evaluation of the RKAP and RJP in 2024 has been carried out in a joint meeting of the Board of Commissioners and the Board of Directors.

### COMPANY INTRODUCTION PROGRAM FOR NEW MEMBERS OF THE BOARD OF DIRECTORS

Pupuk Kaltim is implementing a Company introduction program for new Board of Directors members to provide an overview of business activities, future Company plans, work guidelines and other matters that are the responsibility of the Board of Directors.

In 2024, Pupuk Kaltim did not hold any introduction activities for the Board of Directors, as there were no new appointments to the Board of Directors.

### DEVELOPMENT OF BOARD OF DIRECTORS COMPETENCE

Pupuk Kaltim has a policy to provide a competency development activity program for the Board of Directors. These activities are entirely the responsibility of the Company with funding stated in the Company's RKAP.

Berikut disampaikan realisasi pengembangan kompetensi yang diikuti Direksi di tahun 2024.

The following is the realization of competency development followed by the Board of Directors in 2024.

| Nama dan Jabatan<br>Name and Position                                                                                                                                                     | Materi Kegiatan Pelatihan dan Pengembangan<br>Training and Development Activity Materials          | Waktu dan Tempat<br>Time and Place                           | Penyelenggara<br>Organizer      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|--------------------------------------------------------------|---------------------------------|
| <b>Budi Wahyu Soesilo</b><br>Direktur Utama<br>President Director                                                                                                                         | Workshop Pengisian LHKPN Tahun Pelaporan 2023<br>LHKPN Completion Workshop for Reporting Year 2023 | 11 Januari 2024, <i>Online</i><br>January 11, 2024, Online   | PT Pupuk Kalimantan Timur       |
|                                                                                                                                                                                           | Sistem Manajemen Kepatuhan (SMK)<br>Compliance Management System (SMK)                             | 16 Januari 2024, <i>Online</i><br>January 16, 2024, Online   | PT Pupuk Indonesia (Persero)    |
|                                                                                                                                                                                           | Sistem Manajemen Anti Penyuapan (SMAP)<br>Anti-Bribery Management System (SMAP)                    | 24 April 2024, <i>Online</i><br>April 24, 2024, Online       | PT Pupuk Indonesia (Persero)    |
|                                                                                                                                                                                           | Financial Contingency Plan (FCP) Pupuk Kaltim                                                      | 16 Desember 2024, <i>Online</i><br>December 16, 2024, Online | RSM Indonesia                   |
| <b>F. Purwanto</b><br>Direktur Operasi<br>Director of Operations                                                                                                                          | Workshop Pengisian LHKPN Tahun Pelaporan 2023<br>LHKPN Completion Workshop for Reporting Year 2023 | 11 Januari 2024, <i>Online</i><br>January 11, 2024, Online   | PT Pupuk Kalimantan Timur       |
|                                                                                                                                                                                           | Sistem Manajemen Kepatuhan (SMK)<br>Compliance Management System (SMK)                             | 16 Januari 2024, <i>Online</i><br>January 16, 2024, Online   | PT Pupuk Kalimantan Timur       |
|                                                                                                                                                                                           | Sistem Manajemen Anti Penyuapan (SMAP)<br>Anti-Bribery Management System (SMAP)                    | 24 April 2024, <i>Online</i><br>April 24, 2024, Online       | PT Pupuk Kalimantan Timur       |
| <b>Hanggara Patrianta</b><br>Direktur Pengembangan<br>Director of Development                                                                                                             | Sistem Manajemen Kepatuhan (SMK)<br>Compliance Management System (SMK)                             | 16 Januari 2024, <i>Online</i><br>January 16, 2024, Online   |                                 |
|                                                                                                                                                                                           | Sistem Manajemen Anti Penyuapan (SMAP)<br>Anti-Bribery Management System (SMAP)                    | 24 April 2024, <i>Online</i><br>April 24, 2024, Online       | PT Pupuk Kalimantan Timur       |
|                                                                                                                                                                                           | Chief Human Resources Officer (CHRO) Master Class                                                  | 5 Agustus 2024, <i>Online</i><br>August 5, 2024, Online      | PT Pupuk Kalimantan Timur       |
|                                                                                                                                                                                           | Soda Ash World Conference 2024                                                                     | 11 Oktober 2024, Jakarta<br>October 11, 2024, Jakarta        | BUMN School of Excellence (BSE) |
|                                                                                                                                                                                           | Strategi Keberlanjutan Pupuk Kaltim<br>Pupuk Kaltim Sustainability Strategy                        | 2 November 2024, Bontang<br>November 2, 2024, Bontang        | Chemical Market Analytics (CMA) |
|                                                                                                                                                                                           | Financial Contingency Plan (FCP) Pupuk Kaltim                                                      | 16 Desember 2024, Malta<br>December 16, 2024, Malta          | PT Pupuk Kalimantan Timur       |
| <b>Qomaruzzaman</b><br>Direktur Keuangan dan Umum<br>merangkap Plt. Direktur Manajemen Risiko<br>Director of Finance and General Affairs<br>concurrent Acting Director of Risk Management | Workshop Pengisian LHKPN Tahun Pelaporan 2023<br>LHKPN Completion Workshop for Reporting Year 2023 | 11 Januari 2024, <i>Online</i><br>January 11, 2024, Online   | PT Pupuk Kalimantan Timur       |
|                                                                                                                                                                                           | Sistem Manajemen Kepatuhan (SMK)<br>Compliance Management System (SMK)                             | 16 Januari 2024, <i>Online</i><br>January 16, 2024, Online   | PT Pupuk Kalimantan Timur       |
|                                                                                                                                                                                           | Chief Business Development Officer (CBDO)<br>Innovation School Cohort 1                            | 5 April 2024, <i>Online</i><br>April 5, 2024, Online         | Forum Human Capital Indonesia   |
|                                                                                                                                                                                           | Sistem Manajemen Anti Penyuapan (SMAP)<br>Anti-Bribery Management System (SMAP)                    | 24 April 2024, <i>Online</i><br>April 24, 2024, Online       | PT Pupuk Kalimantan Timur       |
|                                                                                                                                                                                           | Talk Show Solidarity Day "Inklusif dalam Aksi"                                                     | 8 Mei 2024, <i>Online</i><br>May 8, 2024, Online             | PT Pupuk Indonesia (Persero)    |
|                                                                                                                                                                                           | International Corporate Governance Network (ICGN) 2024 Annual Conference                           | 17 Juli 2024, London<br>July 17, 2024, London                | ICGN                            |
|                                                                                                                                                                                           | Chief Human Resources Officer (CHRO) Master Class                                                  | 5 Agustus 2024, <i>Online</i><br>August 5, 2024, Online      | BUMN School of Excellence (BSE) |
|                                                                                                                                                                                           | Certified Chief Compliance Officer (CCCO)                                                          | 8 Oktober 2024, Jakarta<br>October 8, 2024, Jakarta          | PT Cipta Raya Mekar Sahitya     |
|                                                                                                                                                                                           | Financial Contingency Plan (FCP) Pupuk Kaltim                                                      | 16 Desember 2024, <i>Online</i><br>December 16, 2024, Online | RSM Indonesia                   |

## KEPUTUSAN DIREKSI

Selama 2024, Direksi telah mengeluarkan berbagai keputusan untuk mendukung efektivitas pengelolaan Perusahaan dan peningkatan kinerja. Surat Keputusan Direksi sepanjang 2024 antara lain terkait dengan:

1. Tim Proyek Pengembangan;
2. Ratifikasi Pedoman *Sales dan Operation Planning* (S & OP);

## BOARD OF DIRECTORS DECISIONS

During 2024, the Board of Directors has issued various decisions to support the effectiveness of the Company's management and improve performance. The Board of Directors' Decrees throughout 2024 include:

1. Development Project Team;
2. Ratification of Sales and Operation Planning (S & OP) Guidelines;







3. Ratifikasi Kamus Kompetensi Perilaku;
4. Ratifikasi Pedoman Monitoring Kinerja Anak Perusahaan dan Perusahaan Terafiliasi;
5. Ratifikasi Pedoman Penyusunan RJP;
6. Ratifikasi Pedoman Implementasi TKDN dalam Aktivitas Pengadaan Barang dan Jasa;
7. Ratifikasi Pedoman Kerja Sama Aset Properti;
8. Ratifikasi Pedoman Alokasi Biaya Usaha;
9. Ratifikasi Pedoman Penjualan Ritel;
10. Pedoman Penerapan Tata Kelola Perusahaan yang Baik;
11. Pedoman Penghapusbukuan Aktiva Tetap;
12. Pedoman Pendanaan;
13. Struktur Tata Kelola Sistem Manajemen Mutu Laboratorium;
14. Struktur Tata Kelola Sistem Manajemen Kepatuhan (SMK) Berbasis SNI ISO 37301:2021;
15. Ratifikasi Pedoman Tata Kelola Kelompok Usaha;
16. Ratifikasi Pedoman Kerja Sama Perusahaan;
17. Tim Penyedia Bahan Baku;
18. Tim Integritas dan GCG;
19. Tim Pendanaan Proyek Pengembangan;
20. Struktur Tata Kelola Sistem Manajemen Mutu Laboratorium dan Produsen Bahan Acuan;
21. Struktur Tata Kelola Sistem Manajemen Pengamanan (SMP);
22. Tim Evaluasi Penjualan di Bawah Harga Pokok Penjualan (HPP);
23. Ratifikasi Kebijakan *Employee Well-Being Policy* (EWP);
24. Ratifikasi Manajemen Keselamatan Proses;
25. *Roadmap* Manajemen Risiko Periode Tahun 2024-2028;
26. Ratifikasi Pedoman Strategis Teknologi Informasi;
27. Struktur Organisasi;
28. Pedoman Dewan Komisaris dan Direksi (*Board Manual*);
29. Pedoman Etika dan Perilaku.

### **PENILAIAN KINERJA KOMITE DI BAWAH DIREKSI DAN DASAR PENILAIANNYA**

Pupuk Kaltim tidak memiliki Komite yang berada di bawah Direksi. Pelaksanaan tugas dan tanggung jawab Direksi didukung oleh satuan kerja yang dipimpin oleh Senior Vice President/Vice President/Project Manager serta organ fungsional lainnya dengan penilaian kinerja berdasarkan KPI jabatan yang merupakan turunan dari KPI Perusahaan.

3. Ratification of the Behavioral Competency Dictionary;
4. Ratification of the Performance Monitoring Guidelines for Subsidiaries and Affiliated Companies;
5. Ratification of the Long-Term Plan Preparation Guidelines (RJP);
6. Ratification of the Guidelines for the Implementation of Domestic Component Levels (TKDN) in Procurement of Goods and Services Activities;
7. Ratification of the Guidelines for Property Asset Cooperation;
8. Ratification of the Guidelines for Allocation of Business Costs;
9. Ratification of the Retail Sales Guidelines;
10. Guidelines for the Implementation of Good Corporate Governance;
11. Guidelines for Writing Off Fixed Assets;
12. Funding Guidelines;
13. Laboratory Quality Management System Governance Structure;
14. Compliance Management System (CMS) Governance Structure based on SNI ISO 37301:2021;
15. Ratification of the Code of Group Governance Guidelines;
16. Ratification of the Company's Cooperation Guidelines.
17. Raw Materials Provider Team;
18. Integrity and GCG Team;
19. Development Project Funding Team;
20. Laboratory Quality Management System Governance Structure and Reference Material Producers;
21. Security Management System (SMS) Governance Structure;
22. Sales Evaluation Team Below Cost of Goods Sold (COGS);
23. Ratification of the Employee Well-Being Policy (EWP);
24. Ratification of Process Safety Management;
25. Risk Management Roadmap for the 2024-2028 Periode;
26. Ratification of the Information Technology Strategic Guidelines;
27. Organizational Structure;
28. Board of Commissioners and Board of Directors Guidelines (Board Manual);
29. Code of Conduct.

### **PERFORMANCE ASSESSMENT OF COMMITTEES UNDER THE BOARD OF DIRECTORS AND ITS BASIS**

Pupuk Kaltim does not have a Committee under the Board of Directors. The implementation of the duties and responsibilities of the Board of Directors is supported by a work unit led by the Senior Vice President/Vice President/Project Manager and other functional organs with performance assessments based on job KPIs which are derived from the Company's KPIs.

## Transparansi Informasi tentang Dewan Komisaris dan Direksi

Transparency of Information about the Board of Commissioners and the Board of Directors

### KEBIJAKAN MENGENAI KEBERAGAMAN KOMPOSISI DEWAN KOMISARIS DAN DIREKSI

Kebagaman dalam komposisi Dewan Komisaris dan Direksi Pupuk Kaltim tercermin melalui variasi latar belakang pendidikan, keahlian, dan pengalaman. Diversitas ini dianggap positif dan sangat penting untuk pengambilan keputusan yang efektif dan pelaksanaan pengawasan yang baik oleh Dewan Komisaris, serta pengelolaan Perusahaan oleh Direksi, tanpa membedakan gender. Penunjukan Dewan Komisaris dan Direksi didasarkan pada Keputusan Rapat Umum Pemegang Saham (RUPS), dengan memperhatikan beragam aspek seperti usia, pengalaman kerja, latar belakang pendidikan, dan keahlian yang diperlukan dalam pelaksanaan tugas dan tanggung jawabnya.

#### Kebijakan Keberagaman

Pemilihan dan pengangkatan Direksi dan Dewan Komisaris Pupuk Kaltim mengacu pada Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia No. PER-3/MBU/03/2023.

Penetapan Dewan Komisaris dan Direksi Pupuk Kaltim telah mempertimbangkan kebutuhan dan kompleksitas serta memiliki keberagaman, baik berdasarkan usia, latar belakang pendidikan, keahlian, dan pengalaman dengan tanpa mempertimbangkan latar belakang kebudayaan suku, sebagaimana diatur dalam *Board Manual* dan Anggaran Dasar Perusahaan.

#### Komposisi Keberagaman

Kebagaman komposisi Dewan Komisaris dan Direksi Pupuk Kaltim diuraikan sebagai berikut:

### POLICY ON THE DIVERSITY OF THE COMPOSITION OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

The diversity within the composition of Pupuk Kaltim's Board of Commissioners and Board of Directors is reflected in the variation of educational backgrounds, expertise, and experience. This diversity is regarded as a positive attribute and is essential for effective decision-making, sound supervisory functions by the Board of Commissioners, and the efficient management of the Company by the Board of Directors, without discrimination based on gender. The appointment of the Board of Commissioners and Board of Directors is determined by the resolution of the General Meeting of Shareholders (GMS), taking into account various aspects such as age, work experience, educational background, and the expertise required to fulfill their duties and responsibilities.

#### Diversity Policy

The selection and appointment of the Board of Directors and Board of Commissioners of Pupuk Kaltim refers to the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-3/MBU/03/2023.

The appointment of the Board of Commissioners and Board of Directors of Pupuk Kaltim has considered the needs and complexity and has diversity, both based on age, educational background, expertise, and experience without considering ethnic cultural background, as stipulated in the Board Manual and Articles of Association of the Company.

#### Diversity Composition

The diversity of the composition of the Board of Commissioners and Board of Directors of Pupuk Kaltim is described as follows:





## Keberagaman Komposisi Dewan Komisaris dan Direksi

Diversity of Composition of the Board of Commissioners and Directors

| Nama<br>Name                             | Jenis<br>Kelamin<br>Gender | Usia<br>(tahun)<br>Age (year) |     | Pengalaman<br>Kerja<br>Work<br>Experience |     | Pendidikan<br>Terakhir<br>Latest Education |    |    | Keahlian<br>Skill                                |                                       |                                                 |                                                                                     |                                               |                                                                                                                         |
|------------------------------------------|----------------------------|-------------------------------|-----|-------------------------------------------|-----|--------------------------------------------|----|----|--------------------------------------------------|---------------------------------------|-------------------------------------------------|-------------------------------------------------------------------------------------|-----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|
|                                          |                            | <50                           | >50 | <20                                       | >20 | S1                                         | S2 | S3 | Manajemen/<br>Keuangan<br>Management/<br>Finance | Hukum/<br>Politik<br>Law/<br>Politics | Sumber<br>Daya<br>Manusia<br>Human<br>Resources | Pertanian/<br>Agribisnis/<br>Kehutanan<br>Agriculture/<br>Agribusiness/<br>Forestry | Pertahanan<br>Keamanan<br>Defense<br>Security | Teknik<br>Kimia/<br>Fisika/<br>Mesin/<br>Industri<br>Engineering<br>Chemical/<br>Physical/<br>Mechanical/<br>Industrial |
| Dewan Komisaris   Board of Commissioners |                            |                               |     |                                           |     |                                            |    |    |                                                  |                                       |                                                 |                                                                                     |                                               |                                                                                                                         |
| D. Andhi Nirwanto                        | Laki-laki<br>Male          |                               | ✓   |                                           | ✓   |                                            |    | ✓  | ✓                                                | ✓                                     |                                                 |                                                                                     |                                               |                                                                                                                         |
| Musthofa                                 | Laki-laki<br>Male          |                               | ✓   |                                           | ✓   | ✓                                          |    |    |                                                  |                                       |                                                 |                                                                                     |                                               | ✓                                                                                                                       |
| Sigit Hardwinarto <sup>*)</sup>          | Laki-laki<br>Male          |                               | ✓   |                                           | ✓   |                                            |    | ✓  |                                                  |                                       |                                                 | ✓                                                                                   |                                               |                                                                                                                         |
| Gustaaf AC Patty                         | Laki-laki<br>Male          |                               | ✓   |                                           | ✓   | ✓                                          |    |    | ✓                                                |                                       |                                                 |                                                                                     |                                               |                                                                                                                         |
| Etha Rimba Paembonan <sup>*)</sup>       | Perempuan<br>Female        | ✓                             |     | ✓                                         |     | ✓                                          |    |    | ✓                                                | ✓                                     |                                                 |                                                                                     |                                               |                                                                                                                         |
| Sukardi Rinakit                          | Laki-laki<br>Male          |                               | ✓   |                                           | ✓   |                                            |    | ✓  |                                                  | ✓                                     |                                                 |                                                                                     |                                               |                                                                                                                         |
| Eka Sastra                               | Laki-laki<br>Male          | ✓                             |     | ✓                                         |     |                                            |    | ✓  | ✓                                                | ✓                                     |                                                 |                                                                                     |                                               |                                                                                                                         |
| Direksi   Board of Directors             |                            |                               |     |                                           |     |                                            |    |    |                                                  |                                       |                                                 |                                                                                     |                                               |                                                                                                                         |
| Budi Wahyu Soesilo                       | Laki-laki<br>Male          |                               | ✓   |                                           | ✓   |                                            | ✓  |    | ✓                                                |                                       | ✓                                               |                                                                                     |                                               |                                                                                                                         |
| F. Purwanto                              | Laki-laki<br>Male          |                               | ✓   |                                           | ✓   |                                            | ✓  |    |                                                  |                                       |                                                 |                                                                                     |                                               | ✓                                                                                                                       |
| Hanggara Patrianta                       | Laki-laki<br>Male          |                               | ✓   |                                           | ✓   | ✓                                          |    |    |                                                  |                                       |                                                 |                                                                                     |                                               | ✓                                                                                                                       |
| Qomaruzzaman                             | Laki-laki<br>Male          |                               | ✓   |                                           | ✓   |                                            | ✓  |    | ✓                                                |                                       |                                                 |                                                                                     |                                               | ✓                                                                                                                       |

<sup>\*)</sup> Sigit Hardwinarto tidak lagi menjabat sejak 25 November 2024. Posisinya digantikan oleh Etha Rimba Paembonan.  
Sigit Hardwinarto has not served since November 25, 2024. His position was replaced by Etha Rimba Paembonan.

✓ = Ya | Yes  
x = Tidak | No

## HUBUNGAN DEWAN KOMISARIS DAN DIREKSI

Sebagaimana diatur dalam Anggaran Dasar Perusahaan dan peraturan perundang-undangan yang berlaku, Dewan Komisaris dan Direksi memiliki hubungan *check and balance* dalam pelaksanaan tugas dan tanggung jawabnya. Mekanisme tersebut dalam rangka mewujudkan kinerja Perusahaan yang berkelanjutan.

Hubungan positif ini merupakan wujud dari komitmen Dewan Komisaris dan Direksi untuk secara bersama-sama:

1. Merealisasikan tujuan Pupuk Kaltim berupa tercapainya kelangsungan usaha Pupuk Kaltim dalam jangka panjang:
  - a. Tercapainya *Corporate Plan* sebagaimana diharapkan oleh Pemegang Saham;
  - b. Terlaksananya dengan baik pengendalian intern dan manajemen risiko;

## RELATIONSHIP BETWEEN THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

As stipulated in the Company's Articles of Association and applicable laws and regulations, the Board of Commissioners and the Board of Directors have a check and balance relationship in carrying out their duties and responsibilities. This mechanism is in order to realize sustainable Company performance.

This positive relationship is a manifestation of the commitment of the Board of Commissioners and the Board of Directors to jointly:

1. Realize Pupuk Kaltim's objectives in the form of achieving Pupuk Kaltim's long-term business continuity:
  - a. Achieving the *Corporate Plan* as expected by Shareholders;
  - b. Proper implementation of internal control and risk management;

- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>c. Tercapainya imbal hasil yang wajar bagi Pemegang Saham;</li> <li>d. Terlindunginya kepentingan pemangku kepentingan secara wajar;</li> <li>e. Terlaksananya suksesi kepemimpinan dan kontinuitas manajemen di seluruh jajaran organisasi; dan</li> <li>f. Terpenuhinya pelaksanaan GCG.</li> </ul> <p>2. Menyepakati hal-hal di bawah ini untuk mendukung pencapaian visi dan misi serta strategi Pupuk Kaltim:</p> <ul style="list-style-type: none"> <li>a. Sasaran usaha, strategi, RJP, dan RKAP;</li> <li>b. Kebijakan dalam memenuhi ketentuan perundang-undangan dan Anggaran Dasar Perusahaan;</li> <li>c. Kebijakan dan metode penilaian kinerja Pupuk Kaltim, unit-unit dalam organisasi Pupuk Kaltim dan personalianya; dan</li> <li>d. Struktur organisasi di tingkat eksekutif yang mampu mendukung tercapainya sasaran usaha.</li> </ul> | <ul style="list-style-type: none"> <li>c. Achieving reasonable returns for Shareholders;</li> <li>d. Stakeholders' interests are fairly protected;</li> <li>e. Implementing leadership succession and management continuity throughout the organization; and</li> <li>f. Fulfilling the implementation of GCG.</li> </ul> <p>2. Agreeing on the following matters to support the achievement of Pupuk Kaltim's vision, mission and strategy:</p> <ul style="list-style-type: none"> <li>a. Business targets, strategies, RJP, and RKAP;</li> <li>b. Policy in fulfilling the provisions of the laws and the Company's Articles of Association;</li> <li>c. Policy and method of assessing the performance of Pupuk Kaltim, units within the Pupuk Kaltim organization and its personnel; and</li> <li>d. Organizational structure at the executive level that is able to support the achievement of business targets.</li> </ul> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Dalam menjalankan fungsi pengawasan setiap kebijakan Direksi saat menjalankan pengelolaan Perusahaan, Dewan Komisaris dan Direksi melaksanakan koordinasi, berupa pertemuan formal dan informal secara berkala serta komunikasi lainnya. Agenda rutin yang dilakukan dalam pelaksanaan hubungan kerja Dewan Komisaris dan Direksi antara lain:

In carrying out the supervisory function of each policy of the Board of Directors when running the management of the Company, the Board of Commissioners and the Board of Directors carry out coordination, in the form of formal and informal meetings periodically and other communications. Routine agendas carried out in the implementation of the working relationship between the Board of Commissioners and the Board of Directors include:

### Hubungan Kerja Dewan Komisaris dan Direksi

Working Relationship between the Board of Commissioners and the Board of Directors

| Jenis Pertemuan<br>Meeting Type                                                                                                                                                                          | Periode Pertemuan<br>Meeting Period                                                 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| Rapat Dewan Komisaris–Direksi<br>Board of Commissioners–Board of Directors Meeting                                                                                                                       | Minimal 1 (satu) kali dalam 1 (satu) bulan<br>Minimum 1 (one) time in 1 (one) month |
| Rapat Komite GCG, Nominasi, Remunerasi, Pengembangan SDM dan Investasi<br>GCG Committee Meeting, Nomination, Remuneration, Human Resources Development and Investment                                    | Triwulanan<br>Quarterly                                                             |
| Rapat Komite Audit dengan SPI<br>Audit Committee Meeting with IA                                                                                                                                         | Triwulanan<br>Quarterly                                                             |
| Rapat pembahasan program kerja pemeriksaan tahun buku berjalan oleh Komite Audit dengan KAP<br>Meeting to discuss the audit work program for the current fiscal year by the Audit Committee with the KAP | Triwulanan<br>Quarterly                                                             |
| Rapat pembahasan hasil audit oleh Komite Audit dengan KAP<br>Meeting to discuss audit results by the Audit Committee with the KAP                                                                        | Tahunan<br>Annually                                                                 |
| Rapat telaah pelaksanaan kebijakan perusahaan dengan unit kerja pengelola kebijakan<br>Meeting to review the implementation of company policies with the policy management work unit                     | Tahunan<br>Annually                                                                 |





## RAPAT DEWAN KOMISARIS DAN DIREKSI DAN KEHADIRAN DEWAN KOMISARIS DAN DIREKSI DALAM RAPAT UMUM PEMEGANG SAHAM (RUPS)

### Rapat Dewan Komisaris

Dewan Komisaris telah melaksanakan rapat Dewan Komisaris secara berkala, sekurang-kurangnya sekali dalam setiap bulan sesuai Anggaran Dasar Perusahaan. Rapat Dewan Komisaris dihadiri oleh anggota Dewan Komisaris dan dibantu oleh Sekretaris Dewan Komisaris untuk melakukan pencatatan risalah rapat. Panggilan rapat Dewan Komisaris disampaikan secara tertulis oleh Komisaris Utama atau oleh anggota Dewan Komisaris yang ditunjuk oleh Komisaris Utama dan disampaikan dalam jangka waktu paling lambat 3 (tiga) hari sebelum rapat diadakan atau dalam waktu yang lebih singkat jika dalam keadaan mendesak, dengan tidak memperhitungkan tanggal panggilan dan tanggal rapat.

Segala peraturan tata tertib rapat Dewan Komisaris Pupuk Kaltim telah tertuang pada Keputusan Dewan Komisaris Pupuk Kaltim No. KEP-04/KOM-PKT/2019 tanggal 11 April 2019. Tata tertib tersebut telah disetujui dan disahkan oleh Komisaris Utama dan seluruh anggota Dewan Komisaris Pupuk Kaltim.

Selama tahun 2024, realisasi Rapat Dewan Komisaris Pupuk Kaltim tahun 2024 sebagai berikut:

### Realisasi Rapat Dewan Komisaris Pupuk Kaltim Tahun 2024

Realization of the 2024 Pupuk Kaltim Board of Commissioners Meeting

| No. | Tanggal Date                        | Nomor Risalah Minutes Number | Agenda                                                                                                                                                                                                                                                                                                                                                                                                                           | Peserta Rapat Meeting Participants                                                                                                                                                                                                                                  | Keterangan Ketidakhadiran Dewan Komisaris Statement of Absence of the Board of Commissioners |
|-----|-------------------------------------|------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| 1   | 24 Januari 2024<br>January 24, 2024 | RIS-01/RKOM/I.2024           | <ul style="list-style-type: none"> <li>Pembahasan tindak lanjut rapat tanggal 21 Desember 2023</li> <li>Pembahasan kinerja Perusahaan periode bulan Desember 2023 dan tahun 2023 (<i>unaudited</i>)</li> <li>Lain-lain</li> <li>Discussion of follow-up to the meeting on December 21, 2023</li> <li>Discussion of the Company's performance for the period December 2023 and 2023 (<i>unaudited</i>)</li> <li>Others</li> </ul> | <b>Komisaris Utama</b><br>President Commissioner<br>1. D. Andhi Nirwanto<br><br><b>Komisaris</b><br>Commissioner<br>2. Musthofa<br>3. Sigit Hardwinarto<br>4. Gustaaf AC Patty<br><br><b>Komisaris Independen</b><br>Independent Commissioner<br>5. Sukardi Rinakit | 1. Eka Sastra (Komisaris Independen) tidak hadir (Independent Commissioner) absent           |

## MEETING OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS AND ATTENDANCE OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS AT THE GENERAL MEETING OF SHAREHOLDERS (GMS)

### Board of Commissioners Meeting

The Board of Commissioners has held regular Board of Commissioners meetings, at least once a month in accordance with the Company's Articles of Association. The Board of Commissioners meeting is attended by members of the Board of Commissioners and assisted by the Secretary of the Board of Commissioners to record the minutes of the meeting. The invitation to the Board of Commissioners meeting is submitted in writing by the President Commissioner or by a member of the Board of Commissioners appointed by the President Commissioner and submitted no later than 3 (three) days before the meeting is held or in a shorter time if in urgent circumstances, without taking into account the date of the invitation and the date of the meeting.

All regulations for the Board of Commissioners meeting of Pupuk Kaltim have been stated in the Decree of the Board of Commissioners of Pupuk Kaltim No. KEP-04/KOM-PKT/2019 dated April 11, 2019. The rules of procedure have been approved and ratified by the President Commissioner and all members of the Board of Commissioners of Pupuk Kaltim.

During 2024, the realization of the Board of Commissioners Meeting of Pupuk Kaltim in 2024 is as follows:



| No. | Tanggal<br>Date                             | Nomor Risalah<br>Minutes Number | Agenda                                                                                                                                                                                                                                                                                                                                                                | Peserta Rapat<br>Meeting Participants                                                                                                                                                                                                                                                | Keterangan<br>Ketidakhadiran<br>Dewan Komisaris<br>Statement of<br>Absence of the Board<br>of Commissioners |
|-----|---------------------------------------------|---------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| 2   | 28 Februari<br>2024<br>February 28,<br>2024 | RIS-02/RKOM/II.2024             | <ul style="list-style-type: none"> <li>Pembahasan tindak lanjut rapat tanggal 24 Januari 2024</li> <li>Pembahasan kinerja Perusahaan periode bulan Januari 2024</li> <li>Lain-lain</li> <li>Discussion of follow-up to the meeting on January 24, 2024</li> <li>Discussion of the Company's performance for the period of January 2024</li> <li>Others</li> </ul>     | <b>Komisaris Utama</b><br>President Commissioner<br>1. D. Andhi Nirwanto<br><br><b>Komisaris</b><br>Commissioner<br>2. Musthofa<br>3. Sigit Hardwinarto<br>4. Gustaaf AC Patty<br><br><b>Komisaris Independen</b><br>Independent Commissioner<br>5. Eka Sastra<br>6. Sukardi Rinakit |                                                                                                             |
| 3   | 25 Maret 2024<br>March 25,<br>2024          | RIS-03/RKOM/III.2024            | <ul style="list-style-type: none"> <li>Pembahasan tindak lanjut rapat tanggal 28 Februari 2024</li> <li>Pembahasan kinerja Perusahaan periode bulan Februari 2024</li> <li>Lain-lain</li> <li>Discussion of follow-up to the meeting on February 28, 2024</li> <li>Discussion of the Company's performance for the period of February 2024</li> <li>Others</li> </ul> | <b>Komisaris Utama</b><br>President Commissioner<br>1. D. Andhi Nirwanto<br><br><b>Komisaris</b><br>Commissioner<br>2. Musthofa<br>3. Sigit Hardwinarto<br>4. Gustaaf AC Patty<br><br><b>Komisaris Independen</b><br>Independent Commissioner<br>5. Eka Sastra<br>6. Sukardi Rinakit |                                                                                                             |
| 4   | 29 April 2024<br>April 29, 2024             | RIS-04/RKOM/IV.2024             | <ul style="list-style-type: none"> <li>Pembahasan tindak lanjut rapat tanggal 26 Maret 2024</li> <li>Pembahasan kinerja Perusahaan periode bulan Maret 2024</li> <li>Lain-lain</li> <li>Discussion of follow-up to the meeting on March 26, 2024</li> <li>Discussion of the Company's performance for the period of March 2024</li> <li>Others</li> </ul>             | <b>Komisaris Utama</b><br>President Commissioner<br>1. D. Andhi Nirwanto<br><br><b>Komisaris</b><br>Commissioner<br>2. Musthofa<br>3. Sigit Hardwinarto<br>4. Gustaaf AC Patty<br><br><b>Komisaris Independen</b><br>Independent Commissioner<br>5. Eka Sastra<br>6. Sukardi Rinakit |                                                                                                             |
| 5   | 30 Mei 2024<br>May 30, 2024                 | RIS-05/RKOM/V.2024              | <ul style="list-style-type: none"> <li>Pembahasan tindak lanjut rapat tanggal 29 April 2024</li> <li>Pembahasan kinerja Perusahaan periode bulan April 2024</li> <li>Lain-lain</li> <li>Discussion of follow-up to the meeting on April 29, 2024</li> <li>Discussion of the Company's performance for the period of April 2024</li> <li>Others</li> </ul>             | <b>Komisaris Utama</b><br>President Commissioner<br>1. D. Andhi Nirwanto<br><br><b>Komisaris</b><br>Commissioner<br>2. Musthofa<br>3. Sigit Hardwinarto<br>4. Gustaaf AC Patty<br><br><b>Komisaris Independen</b><br>Independent Commissioner<br>5. Eka Sastra<br>6. Sukardi Rinakit |                                                                                                             |





| No. | Tanggal<br>Date                         | Nomor Risalah<br>Minutes Number | Agenda                                                                                                                                                                                                                                                                                                                                                                    | Peserta Rapat<br>Meeting Participants                                                                                                                                                                                                        | Keterangan<br>Ketidakhadiran<br>Dewan Komisaris<br>Statement of<br>Absence of the Board<br>of Commissioners                                                                    |
|-----|-----------------------------------------|---------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6   | 26 Juni 2024<br>June 26, 2024           | RIS-06/RKOM/VI.2024             | <ul style="list-style-type: none"> <li>Pembahasan tindak lanjut rapat tanggal 30 Mei 2024</li> <li>Pembahasan kinerja Perusahaan periode bulan Mei 2024</li> <li>Lain-lain</li> <li>Discussion of follow-up to the meeting on May 30, 2024</li> <li>Discussion of the Company's performance for the period of May 2024</li> <li>Others</li> </ul>                         | <b>Komisaris Utama</b><br>President Commissioner<br>1. D. Andhi Nirwanto<br><br><b>Komisaris Independen</b><br>Independent Commissioner<br>2. Musthofa<br>3. Sigit Hardwinarto<br>4. Gustaaf AC Patty<br>5. Eka Sastra<br>6. Sukardi Rinakit |                                                                                                                                                                                |
| 7   | 25 Juli 2024<br>July 25, 2024           | RIS-07/RKOM/VII.2024            | <ul style="list-style-type: none"> <li>Pembahasan tindak lanjut rapat tanggal 26 Juni 2024</li> <li>Pembahasan kinerja Perusahaan periode bulan Juni 2024</li> <li>Lain-lain</li> <li>Discussion of follow-up to the meeting on June 26, 2024</li> <li>Discussion of the Company's performance for the period of June 2024</li> <li>Others</li> </ul>                     | <b>Komisaris Utama</b><br>President Commissioner<br>1. D. Andhi Nirwanto<br><br><b>Komisaris Independen</b><br>Independent Commissioner<br>2. Musthofa<br>3. Sigit Hardwinarto<br>4. Gustaaf AC Patty<br>5. Eka Sastra<br>6. Sukardi Rinakit |                                                                                                                                                                                |
| 8   | 29 Agustus 2024<br>August 29, 2024      | RIS-08/RKOM/VIII.2024           | <ul style="list-style-type: none"> <li>Pembahasan tindak lanjut rapat tanggal 25 Juli 2024</li> <li>Pembahasan kinerja Perusahaan periode bulan Juli 2024</li> <li>Lain-lain</li> <li>Discussion of follow-up to the meeting on July 25, 2024</li> <li>Discussion of the Company's performance for the period of July 2024</li> <li>Others</li> </ul>                     | <b>Komisaris Utama</b><br>President Commissioner<br>1. D. Andhi Nirwanto<br><br><b>Komisaris Independen</b><br>Independent Commissioner<br>2. Musthofa<br>3. Sigit Hardwinarto<br>4. Gustaaf AC Patty<br>5. Eka Sastra<br>6. Sukardi Rinakit |                                                                                                                                                                                |
| 9   | 25 September 2024<br>September 25, 2024 | RIS-09/RKOM/IX.2024             | <ul style="list-style-type: none"> <li>Pembahasan tindak lanjut rapat tanggal 25 Agustus 2024</li> <li>Pembahasan kinerja Perusahaan periode bulan Agustus 2024</li> <li>Lain-lain</li> <li>Discussion of follow-up to the meeting on August 29, 2024</li> <li>Discussion of the Company's performance for the period of August 2024</li> <li>Others</li> </ul>           | <b>Komisaris Utama</b><br>President Commissioner<br>1. D. Andhi Nirwanto<br><br><b>Komisaris Independen</b><br>Independent Commissioner<br>2. Musthofa<br>3. Sigit Hardwinarto<br>4. Sukardi Rinakit                                         | 1. Eka Sastra (Komisaris Independen) tidak hadir (Independent Commissioner) absent<br>2. Gustaaf AC Patty (Komisaris Independen) tidak hadir (Independent Commissioner) absent |
| 10  | 28 Oktober 2024<br>October 28, 2024     | RIS-10/RKOM/X.2024              | <ul style="list-style-type: none"> <li>Pembahasan tindak lanjut rapat tanggal 25 September 2024</li> <li>Pembahasan kinerja Perusahaan periode bulan September 2024</li> <li>Lain-lain</li> <li>Discussion of follow-up to the meeting on September 25, 2024</li> <li>Discussion of the Company's performance for the period of September 2024</li> <li>Others</li> </ul> | <b>Komisaris Utama</b><br>President Commissioner<br>1. D. Andhi Nirwanto<br><br><b>Komisaris Independen</b><br>Independent Commissioner<br>2. Musthofa<br>3. Gustaaf AC Patty<br>4. Eka Sastra<br>5. Sukardi Rinakit                         |                                                                                                                                                                                |



| No. | Tanggal Date                          | Nomor Risalah Minutes Number | Agenda                                                                                                                                                                                                                                                                                                                                                                | Peserta Rapat Meeting Participants                                                                                                                                                                                                              | Keterangan Ketidakhadiran Dewan Komisaris Statement of Absence of the Board of Commissioners |
|-----|---------------------------------------|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| 11  | 28 November 2024<br>November 28, 2024 | RIS-11/RKOM/XI.2024          | <ul style="list-style-type: none"> <li>Pembahasan tindak lanjut rapat tanggal 28 Oktober 2024</li> <li>Pembahasan kinerja Perusahaan periode bulan Oktober 2024</li> <li>Lain-lain</li> <li>Discussion of follow-up to the meeting on October 28, 2024</li> <li>Discussion of the Company's performance for the period of October 2024</li> <li>Others</li> </ul>     | <b>Komisaris Utama</b><br>President Commissioner<br>1. D. Andhi Nirwanto<br><br><b>Komisaris Independen</b><br>Independent Commissioner<br>2. Musthofa<br>3. Etha Rimba Paembonan<br>4. Gustaaf AC Patty<br>5. Eka Sastra<br>6. Sukardi Rinakit |                                                                                              |
| 12  | 18 Desember 2024<br>December 18, 2024 | RIS-12/RKOM/XI.2024          | <ul style="list-style-type: none"> <li>Pembahasan tindak lanjut rapat tanggal 28 November 2024</li> <li>Pembahasan kinerja Perusahaan periode bulan November 2024</li> <li>Lain-lain</li> <li>Discussion of follow-up to the meeting on November 28, 2024</li> <li>Discussion of the Company's performance for the period of November 2024</li> <li>Others</li> </ul> | <b>Komisaris Utama</b><br>President Commissioner<br>1. D. Andhi Nirwanto<br><br><b>Komisaris Independen</b><br>Independent Commissioner<br>2. Musthofa<br>3. Gustaaf AC Patty<br>4. Sukardi Rinakit<br>5. Etha Rimba Paembonan                  | 1. Eka Sastra (Komisaris Independen) tidak hadir (Independent Commissioner) absent           |

Frekuensi dan kehadiran rapat anggota Dewan Komisaris dapat dilihat pada tabel di bawah ini.

The frequency and attendance of the Board of Commissioners' meetings can be seen in the table below.

#### Frekuensi dan Kehadiran Dewan Komisaris pada Rapat Dewan Komisaris

Frequency and Attendance of the Board of Commissioners at Board of Commissioners Meetings

| Nama Name                           | Jabatan Position                              | Jumlah Wajib Rapat pada Saat Menjabat Number of Mandatory Meetings During Office | Jumlah Kehadiran Number of Attendance | Jumlah Ketidakhadiran Number of Absences | Persentase Kehadiran Percentage of Attendance (%) |
|-------------------------------------|-----------------------------------------------|----------------------------------------------------------------------------------|---------------------------------------|------------------------------------------|---------------------------------------------------|
| D. Andhi Nirwanto <sup>*)</sup>     | Komisaris Utama President Commissioner        | 12                                                                               | 12                                    | -                                        | 100,00                                            |
| Sigit Hardwinarto <sup>**)</sup>    | Komisaris Independen Independent Commissioner | 9                                                                                | 8                                     | 1                                        | 88,89                                             |
| Musthofa                            | Komisaris Independen Independent Commissioner | 12                                                                               | 12                                    | -                                        | 100,00                                            |
| Gustaaf AC Patty                    | Komisaris Independen Independent Commissioner | 12                                                                               | 11                                    | 1                                        | 91,67                                             |
| Etha Rimba Paembonan <sup>**)</sup> | Komisaris Independen Independent Commissioner | 2                                                                                | 2                                     | -                                        | 100,00                                            |
| Sukardi Rinakit                     | Komisaris Independen Independent Commissioner | 12                                                                               | 12                                    | -                                        | 100,00                                            |
| Eka Sastra                          | Komisaris Independen Independent Commissioner | 12                                                                               | 9                                     | 3                                        | 75,00                                             |
| Rata-rata   Average                 |                                               |                                                                                  |                                       |                                          | 93,65                                             |

<sup>\*)</sup> D. Andhi Nirwanto menjabat sebagai Komisaris Utama sejak 4 Januari 2024

D. Andhi Nirwanto has served as President Commissioner since January 4, 2024

<sup>\*\*)</sup> Sigit Hardwinarto tidak lagi menjabat sejak 25 November 2024. Posisinya digantikan oleh Etha Rimba Paembonan.

Sigit Hardwinarto has not served since November 25, 2024. His position was replaced by Etha Rimba Paembonan.





## Rapat Direksi

Direksi diwajibkan secara berkala paling kurang sekali dalam setiap bulan atau setiap waktu jika dibutuhkan wajib melaksanakan Rapat Direksi. Rapat Direksi dapat dilakukan secara langsung tatap muka, secara *online meeting* atau *video conference*.

Panggilan rapat Direksi dilakukan secara tertulis oleh anggota Direksi dan disampaikan dalam jangka waktu sekurang-kurangnya 3 (tiga) hari sebelum rapat diadakan. Tata tertib rapat Direksi telah diatur dalam *Board Manual* Dewan Komisaris dan Direksi.

Direksi dapat mengambil keputusan sah dan mengikat tanpa mengadakan rapat Direksi jika terdapat ketentuan anggota Direksi lainnya telah mengetahui usulan-usulan tertulis yang telah diajukan, semua anggota Direksi menyetujui secara tertulis usulan yang diajukan dan telah ditandatangani.

Rapat Direksi Pupuk Kaltim tahun 2024 telah direalisasikan dengan agenda sebagai berikut.

## Realisasi Rapat Direksi Pupuk Kaltim Tahun 2024

Realization of the 2024 Pupuk Kaltim Board of Directors Meeting

| No. | Tanggal<br>Date                           | Nomor Risalah<br>Minutes Number | Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Peserta Rapat<br>Meeting Participants                                                                                                                                                                                                                                                                                                                                  | Keterangan<br>Ketidakhadiran<br>Dewan Komisaris<br>Statement of<br>Absence of the Board<br>of Commissioners |
|-----|-------------------------------------------|---------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| 1   | 16 Januari<br>2024<br>January 16,<br>2024 | BA-01/DIR-PKT/I.2024            | <ul style="list-style-type: none"> <li>Pembahasan tindak lanjut rapat sebelumnya</li> <li>Pembahasan kinerja Perusahaan periode bulan Desember 2023</li> <li>Pembahasan Rencana Pembangunan Proyek Pengembangan</li> <li>Lain-lain</li> <li>Discussion of follow-up to previous meeting</li> <li>Discussion of Company performance for the period of December 2023</li> <li>Discussion of Development Project Development Plan</li> <li>Others</li> </ul> | <ol style="list-style-type: none"> <li>Budi Wahyu Soesilo (Direktur Utama)<br/>(President Director)</li> <li>F. Purwanto (Direktur Operasi)<br/>(Director of Operations)</li> <li>Hanggara Patrianta (Direktur Pengembangan)<br/>(Director of Development)</li> <li>Qomaruzzaman (Direktur Keuangan dan Umum)<br/>(Director of Finance and General Affairs)</li> </ol> |                                                                                                             |

## Board of Directors Meeting

The Board of Directors is required to hold a Board of Directors Meeting periodically at least once a month or at any time if needed. Board of Directors Meetings can be held face-to-face, online meetings or video conferences.

The invitation to a Board of Directors meeting is made in writing by a member of the Board of Directors and submitted at least 3 (three) days before the meeting is held. The rules of procedure for Board of Directors meetings have been regulated in the Board Manual for the Board of Commissioners and Board of Directors.

The Board of Directors can make valid and binding decisions without holding a Board of Directors meeting if there are provisions that other members of the Board of Directors have known the written proposals that have been submitted, all members of the Board of Directors have approved in writing the proposals submitted and have been signed.

The 2024 Pupuk Kaltim Board of Directors Meeting has been realized with the following agenda.

| No. | Tanggal<br>Date                           | Nomor Risalah<br>Minutes Number | Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Peserta Rapat<br>Meeting Participants                                                                                                                                                                                                                                                                                                                                  | Keterangan<br>Ketidakhadiran<br>Dewan Komisaris<br>Statement of<br>Absence of the Board<br>of Commissioners |
|-----|-------------------------------------------|---------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| 2   | 7 Februari<br>2024<br>February 7,<br>2024 | BA-02/DIR-PKT/II.2024           | <ul style="list-style-type: none"> <li>Pembahasan tindak lanjut rapat sebelumnya</li> <li>Pembahasan kinerja Perusahaan periode bulan Januari 2024</li> <li>Progres Proyek Pengembangan</li> <li>Lain-lain</li> <li>Discussion of follow-up to previous meeting</li> <li>Discussion of Company performance for the period of January 2023</li> <li>Discussion of Development Project Development Plan</li> <li>Others</li> </ul>                                                                                                                             | <ol style="list-style-type: none"> <li>Budi Wahyu Soesilo (Direktur Utama)<br/>(President Director)</li> <li>F. Purwanto (Direktur Operasi)<br/>(Director of Operations)</li> <li>Hanggara Patrianta (Direktur Pengembangan)<br/>(Director of Development)</li> <li>Qomaruzzaman (Direktur Keuangan dan Umum)<br/>(Director of Finance and General Affairs)</li> </ol> |                                                                                                             |
| 3   | 14 Maret 2024<br>March 14,<br>2024        | BA-03/DIR-PKT/III.2024          | <ul style="list-style-type: none"> <li>Pembahasan tindak lanjut rapat sebelumnya</li> <li>Pembahasan kinerja Perusahaan periode bulan Februari 2024</li> <li><i>Refreshing</i> Rapat Monitoring Kinerja Anak Perusahaan PI Periode Februari s.d. Februari 2024</li> <li>Lain-lain</li> <li>Discussion of follow-up to previous meeting</li> <li>Discussion of Company performance for the period of February 2024</li> <li>Refreshing of PI Subsidiary Performance Monitoring Meeting for the Period of February to February 2024</li> <li>Others</li> </ul> | <ol style="list-style-type: none"> <li>Budi Wahyu Soesilo (Direktur Utama)<br/>(President Director)</li> <li>F. Purwanto (Direktur Operasi)<br/>(Director of Operations)</li> <li>Hanggara Patrianta (Direktur Pengembangan)<br/>(Director of Development)</li> <li>Qomaruzzaman (Direktur Keuangan dan Umum)<br/>(Director of Finance and General Affairs)</li> </ol> |                                                                                                             |
| 4   | 25 Maret 2024<br>March 25,<br>2024        | BA-04/DIR-PKT/III.2024          | <ul style="list-style-type: none"> <li>Pembahasan tindak lanjut rapat sebelumnya</li> <li><i>Refreshing</i> Rapat Dewan Komisaris-Direksi Periode Februari s.d. Februari 2024</li> <li>Pengembangan Fasilitas <i>Agrifarming</i></li> <li>Lain-lain</li> <li>Discussion of follow-up to previous meeting</li> <li>Refreshing Meeting of the Board of Commissioners-Board of Directors for the Period of February to February 2024</li> <li>Development of Agrifarming Facilities</li> <li>Others</li> </ul>                                                  | <ol style="list-style-type: none"> <li>Budi Wahyu Soesilo (Direktur Utama)<br/>(President Director)</li> <li>F. Purwanto (Direktur Operasi)<br/>(Director of Operations)</li> <li>Hanggara Patrianta (Direktur Pengembangan)<br/>(Director of Development)</li> <li>Qomaruzzaman (Direktur Keuangan dan Umum)<br/>(Director of Finance and General Affairs)</li> </ol> |                                                                                                             |







| No. | Tanggal<br>Date                 | Nomor Risalah<br>Minutes Number | Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Peserta Rapat<br>Meeting Participants                                                                                                                                                                                                                                                                                                                                                                                                                           | Keterangan<br>Ketidakhadiran<br>Dewan Komisaris<br>Statement of<br>Absence of the Board<br>of Commissioners |
|-----|---------------------------------|---------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| 5   | 22 April 2024<br>April 22, 2024 | BA-05/DIR-PKT/<br>IV.2024       | <ul style="list-style-type: none"> <li>Pembahasan tindak lanjut rapat sebelumnya</li> <li>Pembahasan kinerja Perusahaan periode bulan Maret 2024 dan s.d Maret 2024</li> <li><i>Refreshing</i> Rapat Monitoring Anak Perusahaan PI periode Maret dan s.d. Maret 2024</li> <li>Lain-lain</li> <li>Discussion of follow-up to previous meeting</li> <li>Discussion of Company performance for the period March 2024 and up to March 2024</li> <li>Refreshing of PI Subsidiary Monitoring Meeting for the period March and up to March 2024</li> <li>Others</li> </ul>                                                                              | <ol style="list-style-type: none"> <li>Budi Wahyu Soesilo (Direktur Utama)<br/>(President Director)</li> <li>F. Purwanto (Direktur Operasi)<br/>(Director of Operations)</li> <li>Hanggara Patrianta (Direktur Pengembangan)<br/>(Director of Development)</li> <li>Qomaruzzaman (Direktur Keuangan dan Umum)<br/>(Director of Finance and General Affairs)</li> </ol>                                                                                          |                                                                                                             |
| 6   | 15 Mei 2024<br>May 15, 2024     | BA-06/DIR-PKT/V.2024            | <ul style="list-style-type: none"> <li>Pembahasan tindak lanjut rapat sebelumnya</li> <li>Pembahasan kinerja Perusahaan periode bulan April 2024</li> <li>Pembahasan perubahan Struktur Organisasi Pupuk Kaltim</li> <li>Progres Proyek Pengembangan</li> <li>Pembahasan Hasil <i>Stress Test</i></li> <li>Lain-lain</li> <li>Discussion of follow-up to previous meeting</li> <li>Discussion of Company performance for the period of April 2024</li> <li>Discussion of changes to the Organizational Structure of Pupuk Kaltim</li> <li>Progress of Development Projects</li> <li>Discussion of Stress Test Results</li> <li>Others</li> </ul> | <ol style="list-style-type: none"> <li>Budi Wahyu Soesilo (Direktur Utama)<br/>(President Director)</li> <li>F. Purwanto (Direktur Operasi)<br/>(Director of Operations)</li> <li>Hanggara Patrianta (Direktur Pengembangan)<br/>(Director of Development)</li> <li>Qomaruzzaman (Direktur Keuangan dan Umum)<br/>(Director of Finance and General Affairs)</li> </ol>                                                                                          |                                                                                                             |
| 7   | 27 Juni 2024<br>June 27, 2024   | BA-07/DIR-PKT/<br>VI.2024       | <ul style="list-style-type: none"> <li>Pembahasan tindak lanjut rapat sebelumnya</li> <li>Pembahasan kinerja Perusahaan periode bulan Mei 2024</li> <li>Progres Pembangunan Proyek Pengembangan</li> <li>Pembahasan <i>Production Excellence</i></li> <li>Lain-lain</li> <li>Discussion of follow-up to previous meeting</li> <li>Discussion of Company performance for the period of May 2024</li> <li>Progress of Development Project Development</li> <li>Discussion of Production Excellence</li> <li>Others</li> </ul>                                                                                                                      | <ol style="list-style-type: none"> <li>Budi Wahyu Soesilo (Direktur Utama)<br/>(President Director)</li> <li>F. Purwanto (Direktur Operasi)<br/>(Director of Operations)</li> <li>Hanggara Patrianta (Direktur Pengembangan)<br/>(Director of Development)</li> <li>Qomaruzzaman (Direktur Keuangan dan Umum merangkap Plt. Direktur Manajemen Risiko)<br/>(Director of Finance and General Affairs concurrently Acting Director of Risk Management)</li> </ol> |                                                                                                             |



| No. | Tanggal<br>Date                    | Nomor Risalah<br>Minutes Number | Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Peserta Rapat<br>Meeting Participants                                                                                                                                                                                                                                                                                                                                                                                                                           | Keterangan<br>Ketidakhadiran<br>Dewan Komisaris<br>Statement of<br>Absence of the Board<br>of Commissioners |
|-----|------------------------------------|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| 8   | 12 Juli 2024<br>July 12, 2024      | BA-08/DIR-PKT/<br>VII.2024      | <ul style="list-style-type: none"> <li>Pembahasan tindak lanjut rapat sebelumnya</li> <li>Pembahasan kinerja Perusahaan periode bulan Juni 2024</li> <li>Pembahasan Struktur Organisasi Pupuk Kaltim</li> <li>Pembahasan Kinerja Perusahaan Periode Juni 2024</li> <li>Lain-lain</li> <li>Discussion of follow-up to previous meetings</li> <li>Discussion of Company performance for the period of June 2024</li> <li>Discussion of Pupuk Kaltim Organizational Structure</li> <li>Discussion of Company Performance for the Period of June 2024</li> <li>Others</li> </ul> | <ol style="list-style-type: none"> <li>Budi Wahyu Soesilo (Direktur Utama)<br/>(President Director)</li> <li>F. Purwanto (Direktur Operasi)<br/>(Director of Operations)</li> <li>Hanggara Patrianta (Direktur Pengembangan)<br/>(Director of Development)</li> <li>Qomaruzzaman (Direktur Keuangan dan Umum merangkap Plt. Direktur Manajemen Risiko)<br/>(Director of Finance and General Affairs concurrently Acting Director of Risk Management)</li> </ol> |                                                                                                             |
| 9   | 2 Agustus 2024<br>August 2, 2024   | BA-09/DIR-PKT/<br>VIII.2024     | <ul style="list-style-type: none"> <li>Pembahasan tindak lanjut rapat sebelumnya</li> <li>Pembahasan pengembangan fasilitas Perusahaan</li> <li>Lain-lain</li> <li>Discussion of follow-up to previous meeting</li> <li>Discussion of Company facility development</li> <li>Others</li> </ul>                                                                                                                                                                                                                                                                                | <ol style="list-style-type: none"> <li>Budi Wahyu Soesilo (Direktur Utama)<br/>(President Director)</li> <li>F. Purwanto (Direktur Operasi)<br/>(Director of Operations)</li> <li>Hanggara Patrianta (Direktur Pengembangan)<br/>(Director of Development)</li> <li>Qomaruzzaman (Direktur Keuangan dan Umum merangkap Plt. Direktur Manajemen Risiko)<br/>(Director of Finance and General Affairs concurrently Acting Director of Risk Management)</li> </ol> |                                                                                                             |
| 10  | 19 Agustus 2024<br>August 19, 2024 | BA-10/DIR-PKT/<br>VIII.2024     | <ul style="list-style-type: none"> <li>Pembahasan tindak lanjut rapat sebelumnya</li> <li>Pembahasan kinerja Perusahaan periode bulan Juli 2024</li> <li>Progres proyek pengembangan</li> <li>Progres pengadaan bahan baku</li> <li>Lain-lain</li> <li>Discussion of follow-up to previous meeting</li> <li>Discussion of Company performance for the period of July 2024</li> <li>Progress of development projects</li> <li>Progress of raw material procurement</li> <li>Others</li> </ul>                                                                                 | <ol style="list-style-type: none"> <li>Budi Wahyu Soesilo (Direktur Utama)<br/>(President Director)</li> <li>F. Purwanto (Direktur Operasi)<br/>(Director of Operations)</li> <li>Hanggara Patrianta (Direktur Pengembangan)<br/>(Director of Development)</li> <li>Qomaruzzaman (Direktur Keuangan dan Umum merangkap Plt. Direktur Manajemen Risiko)<br/>(Director of Finance and General Affairs concurrently Acting Director of Risk Management)</li> </ol> |                                                                                                             |





| No. | Tanggal<br>Date                               | Nomor Risalah<br>Minutes Number | Agenda                                                                                                                                                                                                                                                                                                                                                                                                         | Peserta Rapat<br>Meeting Participants                                                                                                                                                                                                                                                                                                                                                                                                                           | Keterangan<br>Ketidakhadiran<br>Dewan Komisaris<br>Statement of<br>Absence of the Board<br>of Commissioners |
|-----|-----------------------------------------------|---------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| 11  | 28 Agustus<br>2024<br>August 28,<br>2024      | BA-11/DIR-PKT/<br>VIII.2024     | <ul style="list-style-type: none"> <li>Pembahasan tindak lanjut rapat sebelumnya</li> <li>Pembahasan bahan baku</li> <li>Lain-lain</li> <li>Discussion of follow-up to previous meeting</li> <li>Discussion of raw materials</li> <li>Others</li> </ul>                                                                                                                                                        | <ol style="list-style-type: none"> <li>Budi Wahyu Soesilo (Direktur Utama)<br/>(President Director)</li> <li>F. Purwanto (Direktur Operasi)<br/>(Director of Operations)</li> <li>Hanggara Patrianta (Direktur Pengembangan)<br/>(Director of Development)</li> <li>Qomaruzzaman (Direktur Keuangan dan Umum merangkap Plt. Direktur Manajemen Risiko)<br/>(Director of Finance and General Affairs concurrently Acting Director of Risk Management)</li> </ol> |                                                                                                             |
| 12  | 30 September<br>2024<br>September<br>30, 2024 | BA-12/DIR-PKT/IX.2024           | <ul style="list-style-type: none"> <li>Pembahasan tindak lanjut rapat sebelumnya</li> <li>Pembahasan kinerja Perusahaan periode bulan Agustus 2024</li> <li>Progres proyek pengembangan</li> <li>Lain-lain</li> <li>Discussion of follow-up to previous meeting</li> <li>Discussion of Company performance for the period of August 2024</li> <li>Progress of development projects</li> <li>Others</li> </ul>  | <ol style="list-style-type: none"> <li>Budi Wahyu Soesilo (Direktur Utama)<br/>(President Director)</li> <li>F. Purwanto (Direktur Operasi)<br/>(Director of Operations)</li> <li>Hanggara Patrianta (Direktur Pengembangan)<br/>(Director of Development)</li> <li>Qomaruzzaman (Direktur Keuangan dan Umum merangkap Plt. Direktur Manajemen Risiko)<br/>(Director of Finance and General Affairs concurrently Acting Director of Risk Management)</li> </ol> |                                                                                                             |
| 13  | 23 Oktober<br>2024<br>October 23,<br>2024     | BA-13/DIR-PKT/X.2024            | <ul style="list-style-type: none"> <li>Pembahasan tindak lanjut rapat sebelumnya</li> <li>Pembahasan kinerja Perusahaan periode bulan September 2024</li> <li>Pembahasan PKAT 2025</li> <li>Lain-lain</li> <li>Discussion of follow-up to previous meeting</li> <li>Discussion of Company performance for the period of September 2024</li> <li>Discussion of PKAT 2025</li> <li>Others</li> </ul>             | <ol style="list-style-type: none"> <li>Budi Wahyu Soesilo (Direktur Utama)<br/>(President Director)</li> <li>F. Purwanto (Direktur Operasi)<br/>(Director of Operations)</li> <li>Hanggara Patrianta (Direktur Pengembangan)<br/>(Director of Development)</li> <li>Qomaruzzaman (Direktur Keuangan dan Umum merangkap Plt. Direktur Manajemen Risiko)<br/>(Director of Finance and General Affairs concurrently Acting Director of Risk Management)</li> </ol> |                                                                                                             |
| 14  | 22 November<br>2024<br>November 22,<br>2024   | BA-14/DIR-PKT/XI.2024           | <ul style="list-style-type: none"> <li>Pembahasan tindak lanjut rapat sebelumnya</li> <li>Pembahasan kinerja Perusahaan periode bulan Oktober 2024</li> <li>Progres proyek pengembangan</li> <li>Lain-lain</li> <li>Discussion of follow-up to previous meeting</li> <li>Discussion of Company performance for the period of October 2024</li> <li>Progress of development projects</li> <li>Others</li> </ul> | <ol style="list-style-type: none"> <li>Budi Wahyu Soesilo (Direktur Utama)<br/>(President Director)</li> <li>F. Purwanto (Direktur Operasi)<br/>(Director of Operations)</li> <li>Hanggara Patrianta (Direktur Pengembangan)<br/>(Director of Development)</li> <li>Qomaruzzaman (Direktur Keuangan dan Umum merangkap Plt. Direktur Manajemen Risiko)<br/>(Director of Finance and General Affairs concurrently Acting Director of Risk Management)</li> </ol> |                                                                                                             |



| No. | Tanggal<br>Date                             | Nomor Risalah<br>Minutes Number | Agenda                                                                                                                                                                                                                                                                                                                                                                | Peserta Rapat<br>Meeting Participants                                                                                                                                                                         | Keterangan<br>Ketidakhadiran<br>Dewan Komisaris<br>Statement of<br>Absence of the Board<br>of Commissioners                                                                        |
|-----|---------------------------------------------|---------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 15  | 12 Desember<br>2024<br>December 12,<br>2024 | BA-15/DIR-PKT/<br>XII.2024      | <ul style="list-style-type: none"> <li>Pembahasan tindak lanjut rapat sebelumnya</li> <li>Pembahasan kinerja Perusahaan periode bulan November 2024</li> <li>Lain-lain</li> <li>Discussion of follow-up to previous meeting</li> <li>Discussion of Company performance for the period of November 2024</li> <li>Others</li> </ul>                                     | 1. Budi Wahyu Soesilo (Direktur Utama)<br>(President Director)<br>2. F. Purwanto (Direktur Operasi)<br>(Director of Operations)<br>3. Hanggara Patrianta (Direktur Pengembangan)<br>(Director of Development) | 1. Qomaruzzaman (Direktur Keuangan dan Umum merangkap Plt. Direktur Manajemen Risiko)<br>(Director of Finance and General Affairs concurrently Acting Director of Risk Management) |
| 16  | 16 Desember<br>2024<br>December 16,<br>2024 | BA-16/DIR-PKT/<br>XII.2024      | <ul style="list-style-type: none"> <li>Pembahasan tindak lanjut rapat sebelumnya</li> <li>Pembahasan <i>Financial Contingency Plan</i></li> <li>Pemaparan RJPP 2025-2029</li> <li>Lain-lain</li> <li>Discussion of follow-up to previous meeting</li> <li>Discussion of Financial Contingency Plan</li> <li>Presentation of RJPP 2025-2029</li> <li>Others</li> </ul> | 1. Budi Wahyu Soesilo (Direktur Utama)<br>(President Director)<br>2. F. Purwanto (Direktur Operasi)<br>(Director of Operations)<br>3. Hanggara Patrianta (Direktur Pengembangan)<br>(Director of Development) | 1. Qomaruzzaman (Direktur Keuangan dan Umum merangkap Plt. Direktur Manajemen Risiko)<br>(Director of Finance and General Affairs concurrently Acting Director of Risk Management) |

Frekuensi dan kehadiran rapat Direksi dapat dilihat pada tabel di bawah ini.

The frequency and attendance of Board of Directors meetings can be seen in the table below.

### Frekuensi dan Kehadiran Direksi pada Rapat Direksi

Frequency and Attendance of Directors at Board of Directors Meetings

| Direksi<br>Board of Directors |                                                                                                                                                                   | Jumlah Wajib<br>Rapat<br>Mandatory<br>Number of<br>Meetings | Jumlah<br>Kehadiran<br>Number of<br>Attendance | Jumlah<br>Ketidakhadiran<br>Number of<br>Absences | Persentase<br>Kehadiran<br>Attendance<br>Percentage<br>(%) |
|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|------------------------------------------------|---------------------------------------------------|------------------------------------------------------------|
| Nama<br>Name                  | Jabatan<br>Position                                                                                                                                               |                                                             |                                                |                                                   |                                                            |
| Budi Wahyu Soesilo            | Direktur Utama<br>President Director                                                                                                                              | 16                                                          | 16                                             | -                                                 | 100,00                                                     |
| F. Purwanto                   | Direktur Operasi<br>Director of Operations                                                                                                                        | 16                                                          | 16                                             | -                                                 | 100,00                                                     |
| Hanggara Patrianta            | Direktur Pengembangan<br>Director of Development                                                                                                                  | 16                                                          | 16                                             | -                                                 | 100,00                                                     |
| Qomaruzzaman                  | Direktur Keuangan & Umum<br>merangkap Plt. Direktur<br>Risiko<br>Director of Finance and<br>General Affairs concurrently<br>Acting Director of Risk<br>Management | 16                                                          | 14                                             | 2                                                 | 87,50                                                      |
| Rata-rata   Average           |                                                                                                                                                                   |                                                             |                                                |                                                   | 96,88                                                      |





## RAPAT GABUNGAN DEWAN KOMISARIS DAN DIREKSI

Rapat Dewan Komisaris dan Direksi diselenggarakan secara berkala sesuai *Board Manual* Pupuk Kaltim. Dewan Komisaris mengagendakan pertemuan berkala dengan mengundang Direksi untuk membahas hal-hal yang bersifat strategis dan menyamakan *level of understanding* dalam melihat tantangan yang dihadapi Perusahaan dari waktu ke waktu sepanjang 2024.

Agenda yang dibahas dalam Rapat Gabungan di antaranya isu-isu strategis Perusahaan dan tindakan-tindakan bisnis yang perlu diketahui Dewan Komisaris untuk segera ditindaklanjuti.

Rapat gabungan Dewan Komisaris dan Direksi Pupuk Kaltim tahun 2024 telah direalisasikan sebagai berikut.

## JOINT MEETING OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

The Board of Commissioners and Board of Directors meetings are held periodically in accordance with the Pupuk Kaltim Board Manual. The Board of Commissioners schedules periodic meetings by inviting the Board of Directors to discuss strategic matters and to equalize the level of understanding in viewing the challenges faced by the Company from time to time throughout 2024.

The agenda discussed in the Joint Meeting includes strategic issues of the Company and business actions that the Board of Commissioners needs to know for immediate follow-up.

The joint meeting of the Board of Commissioners and Board of Directors of Pupuk Kaltim in 2024 has been realized as follows.

### Realisasi Rapat Gabungan Dewan Komisaris dan Direksi Pupuk Kaltim Tahun 2024

Realization of the Joint Meeting of the Board of Commissioners and Directors of Pupuk Kaltim in 2024

| No. | Tanggal<br>Date                           | Nomor Risalah<br>Minutes Number | Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Peserta Rapat<br>Meeting Participants                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Keterangan<br>Ketidakhadiran<br>Statement of Absence                                                                                                                                                                                                                                                                                                   |
|-----|-------------------------------------------|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | 24 Januari<br>2024<br>January 24,<br>2024 | RIS-01/RKOM/I.2024              | <ol style="list-style-type: none"> <li>Pembahasan Tindak Lanjut Rapat tanggal 27 Desember 2023;</li> <li>Pembahasan Kinerja Perusahaan periode Bulan Desember dan Tahun 2023 (<i>Unaudited</i>);</li> <li>Program Kinerja dan Rencana Aksi Bulan Januari 2023;</li> <li>Lain-lain.</li> </ol> <ol style="list-style-type: none"> <li>Discussion of Follow-up Meeting on December 27, 2023;</li> <li>Discussion of Company Performance for the period of December and 2023 (<i>Unaudited</i>);</li> <li>Performance Program and Action Plan for January 2023;</li> <li>Others.</li> </ol> | <p>Dewan Komisaris<br/>Board of Commissioners</p> <ol style="list-style-type: none"> <li>D. Andhi Nirwanto (Komisaris Utama) (President Commissioner)</li> <li>Musthofa (Komisaris) (Commissioner)</li> <li>Sigit Hardwinarto (Komisaris) (Commissioner)</li> <li>Gustaaf AC Patty (Komisaris) (Commissioner)</li> <li>Sukardi Rinakit (Komisaris Independen) (Independent Commissioner)</li> </ol> <p>Direksi<br/>Board of Directors</p> <ol style="list-style-type: none"> <li>Budi Wahyu Soesilo (Direktur Utama) (President Director)</li> <li>Hangggara Patrianta (Direktur Pengembangan) (Director of Development)</li> <li>Qomaruzzaman (Direktur Keuangan dan Umum) (Director of Finance and General Affairs)</li> </ol> | <p>Dewan Komisaris<br/>Board of Commissioners</p> <ol style="list-style-type: none"> <li>Eka Sastra (Komisaris Independen) (Independent Commissioner) tidak hadir absent</li> </ol> <p>Direksi<br/>Board of Directors</p> <ol style="list-style-type: none"> <li>F. Purwanto (Direktur Operasi) (Director of Operations) tidak hadir absent</li> </ol> |



| No. | Tanggal Date                          | Nomor Risalah Minutes Number | Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Peserta Rapat Meeting Participants                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Keterangan Ketidakhadiran Statement of Absence |
|-----|---------------------------------------|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| 2   | 28 Februari 2024<br>February 28, 2024 | RIS-02/RKOM/II.2024          | <ol style="list-style-type: none"> <li>Pembahasan Tindak Lanjut Rapat tanggal 24 Januari 2024;</li> <li>Pembahasan Kinerja Perusahaan periode Bulan Januari 2024;</li> <li>Program Kinerja dan Rencana Aksi Bulan Februari 2024;</li> <li>Lain-lain.</li> </ol> <ol style="list-style-type: none"> <li>Discussion of Follow-up to the Meeting on January 24, 2024;</li> <li>Discussion of Company Performance for the period of January 2024;</li> <li>Performance Program and Action Plan for February 2024;</li> <li>Others.</li> </ol> | <p>Dewan Komisaris<br/>Board of Commissioners</p> <ol style="list-style-type: none"> <li>D. Andhi Nirwanto (Komisaris Utama)<br/>(President Commissioner)</li> <li>Musthofa (Komisaris)<br/>(Commissioner)</li> <li>Sigit Hardwinarto (Komisaris)<br/>(Commissioner)</li> <li>Eka Sastra (Komisaris Independen)<br/>(Independent Commissioner)</li> <li>Gustaaf AC Patty (Komisaris)<br/>(Commissioner)</li> <li>Sukardi Rinakit (Komisaris Independen)<br/>(Independent Commissioner)</li> </ol> <p>Direksi<br/>Board of Directors</p> <ol style="list-style-type: none"> <li>Budi Wahyu Soesilo (Direktur Utama)<br/>(President Director)</li> <li>F. Purwanto (Direktur Operasi)<br/>(Director of Operations)</li> <li>Hangggara Patrianta (Direktur Pengembangan)<br/>(Director of Development)</li> <li>Qomaruzzaman (Direktur Keuangan dan Umum)<br/>(Director of Finance and General)</li> </ol>         |                                                |
| 3   | 26 Maret 2024<br>March 26, 2024       | RIS-03/RKOM/III.2024         | <ol style="list-style-type: none"> <li>Pembahasan Tindak Lanjut Rapat tanggal 28 Februari 2024;</li> <li>Pembahasan Kinerja Perusahaan periode Bulan Februari 2024;</li> <li>Program Kinerja dan Rencana Aksi Bulan Maret 2024;</li> <li>Lain-lain.</li> </ol> <ol style="list-style-type: none"> <li>Discussion of Follow-up to the Meeting on February 28, 2024;</li> <li>Discussion of Company Performance for the period of February 2024;</li> <li>Performance Program and Action Plan for March 2024;</li> <li>Others.</li> </ol>   | <p>Dewan Komisaris<br/>Board of Commissioners</p> <ol style="list-style-type: none"> <li>D. Andhi Nirwanto (Komisaris Utama)<br/>(President Commissioner)</li> <li>Musthofa (Komisaris)<br/>(Commissioner)</li> <li>Sigit Hardwinarto (Komisaris)<br/>(Commissioner)</li> <li>Eka Sastra (Komisaris Independen)<br/>(Independent Commissioner)</li> <li>Gustaaf AC Patty (Komisaris)<br/>(Commissioner)</li> <li>Sukardi Rinakit (Komisaris Independen)<br/>(Independent Commissioner)</li> </ol> <p>Direksi<br/>Board of Directors</p> <ol style="list-style-type: none"> <li>Budi Wahyu Soesilo (Direktur Utama)<br/>(President Director)</li> <li>F. Purwanto (Direktur Operasi)<br/>(Director of Operations)</li> <li>Hangggara Patrianta (Direktur Pengembangan)<br/>(Director of Development)</li> <li>Qomaruzzaman (Direktur Keuangan dan Umum)<br/>(Director of Finance and General Affairs)</li> </ol> |                                                |





| No. | Tanggal<br>Date                 | Nomor Risalah<br>Minutes Number | Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Peserta Rapat<br>Meeting Participants                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Keterangan<br>Ketidakhadiran<br>Statement of Absence |
|-----|---------------------------------|---------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|
| 4   | 29 April 2024<br>April 29, 2024 | RIS-04/RKOM/<br>IV.2024         | <ol style="list-style-type: none"> <li>Pembahasan Tindak Lanjut Rapat tanggal 26 Maret 2024;</li> <li>Pembahasan Kinerja Perusahaan periode Bulan Maret 2024;</li> <li>Program Kinerja dan Rencana Aksi Bulan April 2024;</li> <li>Lain-lain.</li> </ol> <ol style="list-style-type: none"> <li>Discussion of Follow-up to the Meeting on March 26, 2024;</li> <li>Discussion of Company Performance for the period of March 2024;</li> <li>Performance Program and Action Plan for April 2024;</li> <li>Others.</li> </ol> | <p>Dewan Komisaris<br/>Board of Commissioners</p> <ol style="list-style-type: none"> <li>D. Andhi Nirwanto (Komisaris Utama)<br/>(President Commissioner)</li> <li>Musthofa (Komisaris)<br/>(Commissioner)</li> <li>Sigit Hardwinarto (Komisaris)<br/>(Commissioner)</li> <li>Eka Sastra (Komisaris Independen)<br/>(Independent Commissioner)</li> <li>Gustaaf AC Patty (Komisaris)<br/>(Commissioner)</li> <li>Sukardi Rinakit (Komisaris Independen)<br/>(Independent Commissioner)</li> </ol> <p>Direksi<br/>Board of Directors</p> <ol style="list-style-type: none"> <li>Budi Wahyu Soesilo (Direktur Utama)<br/>(President Director)</li> <li>F. Purwanto (Direktur Operasi)<br/>(Director of Operations)</li> <li>Hangggara Patrianta (Direktur Pengembangan)<br/>(Director of Development)</li> <li>Qomaruzzaman (Direktur Keuangan dan Umum)<br/>(Director of Finance and General Affairs)</li> </ol> |                                                      |
| 5   | 30 Mei 2024<br>May 30, 2024     | RIS-05/<br>RKOM/V.2024          | <ol style="list-style-type: none"> <li>Pembahasan Tindak Lanjut Rapat tanggal 29 April 2024;</li> <li>Pembahasan Kinerja Perusahaan periode Bulan April 2024;</li> <li>Program Kinerja dan Rencana Aksi Bulan Mei 2024;</li> <li>Lain-lain.</li> </ol> <ol style="list-style-type: none"> <li>Discussion of Follow-up to the Meeting on April 29, 2024;</li> <li>Discussion of Company Performance for the period of April 2024;</li> <li>Performance Program and Action Plan for May 2024;</li> <li>Others.</li> </ol>     | <p>Dewan Komisaris<br/>Board of Commissioners</p> <ol style="list-style-type: none"> <li>D. Andhi Nirwanto (Komisaris Utama)<br/>(President Commissioner)</li> <li>Musthofa (Komisaris)<br/>(Commissioner)</li> <li>Sigit Hardwinarto (Komisaris)<br/>(Commissioner)</li> <li>Eka Sastra (Komisaris Independen)<br/>(Independent Commissioner)</li> <li>Gustaaf AC Patty (Komisaris)<br/>(Commissioner)</li> <li>Sukardi Rinakit (Komisaris Independen)<br/>(Independent Commissioner)</li> </ol> <p>Direksi<br/>Board of Directors</p> <ol style="list-style-type: none"> <li>Budi Wahyu Soesilo (Direktur Utama)<br/>(President Director)</li> <li>F. Purwanto (Direktur Operasi)<br/>(Director of Operations)</li> <li>Hangggara Patrianta (Direktur Pengembangan)<br/>(Director of Development)</li> <li>Qomaruzzaman (Direktur Keuangan dan Umum)<br/>(Director of Finance and General Affairs)</li> </ol> |                                                      |

| No. | Tanggal<br>Date               | Nomor Risalah<br>Minutes Number | Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Peserta Rapat<br>Meeting Participants                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Keterangan<br>Ketidakhadiran<br>Statement of Absence                                                                                                                                                      |
|-----|-------------------------------|---------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6   | 26 Juni 2024<br>June 26, 2024 | RIS-06/RKOM/<br>VI.2024         | <ol style="list-style-type: none"> <li>Pembahasan Tindak Lanjut Rapat tanggal 30 Mei 2024;</li> <li>Pembahasan Kinerja Perusahaan periode Bulan Mei 2024;</li> <li>Program Strategis Perusahaan;</li> <li>Penyampaian Isu Utama dari Dewan Komisaris</li> <li>Lain-lain.</li> </ol> <ol style="list-style-type: none"> <li>Discussion of Follow-up Meeting on May 30, 2024;</li> <li>Discussion of Company Performance for the period of May 2024;</li> <li>Company Strategic Program;</li> <li>Submission of Main Issues from the Board of Commissioners</li> <li>Others.</li> </ol>                        | <p>Dewan Komisaris<br/>Board of Commissioners</p> <ol style="list-style-type: none"> <li>D. Andhi Nirwanto (Komisaris Utama)<br/>(President Commissioner)</li> <li>Musthofa (Komisaris Independen)<br/>(Independent Commissioner)</li> <li>Eka Sastra (Komisaris Independen)<br/>(Independent Commissioner)</li> <li>Gustaaf AC Patty (Komisaris Independen)<br/>(Independent Commissioner)</li> <li>Sukardi Rinakit (Komisaris Independen)<br/>(Independent Commissioner)</li> </ol> <p>Direksi<br/>Board of Directors</p> <ol style="list-style-type: none"> <li>Budi Wahyu Soesilo (Direktur Utama)<br/>(President Director)</li> <li>F. Purwanto (Direktur Operasi)<br/>(Director of Operations)</li> <li>Hangggara Patrianta (Direktur Pengembangan)<br/>(Director of Development)</li> <li>Qomaruzzaman (Direktur Keuangan dan Umum merangkap Plt. Direktur Manajemen Risiko)<br/>(Director of Finance and General Affairs concurrently Acting Director of Risk Management)</li> </ol>          | <p>Dewan Komisaris<br/>Board of Commissioners</p> <ol style="list-style-type: none"> <li>Sigit Hardwinarto (Komisaris Independen)<br/>(Independent Commissioner)</li> </ol> <p>tidak hadir<br/>absent</p> |
| 7   | 25 Juli 2024<br>July 25, 2024 | RIS-07/RKOM/<br>VII.2024        | <ol style="list-style-type: none"> <li>Pembahasan Tindak Lanjut Rapat tanggal 26 Juni 2024;</li> <li>Pembahasan Kinerja Perusahaan periode Bulan Juni 2024;</li> <li>Program Strategis Perusahaan;</li> <li>Penyampaian Isu Utama dari Dewan Komisaris</li> <li>Lain-lain.</li> </ol> <ol style="list-style-type: none"> <li>Discussion of Follow-up to the Meeting on June 26, 2024;</li> <li>Discussion of the Company's Performance for the period of June 2024;</li> <li>The Company's Strategic Program;</li> <li>Submission of Main Issues from the Board of Commissioners</li> <li>Others.</li> </ol> | <p>Dewan Komisaris<br/>Board of Commissioners</p> <ol style="list-style-type: none"> <li>D. Andhi Nirwanto (Komisaris Utama)<br/>(President Commissioner)</li> <li>Sigit Hardwinarto (Komisaris Independen)<br/>(Independent Commissioner)</li> <li>Eka Sastra (Komisaris Independen)<br/>(Independent Commissioner)</li> <li>Gustaaf AC Patty (Komisaris Independen)<br/>(Independent Commissioner)</li> <li>Sukardi Rinakit (Komisaris Independen)<br/>(Independent Commissioner)</li> </ol> <p>Direksi<br/>Board of Directors</p> <ol style="list-style-type: none"> <li>Budi Wahyu Soesilo (Direktur Utama)<br/>(President Director)</li> <li>F. Purwanto (Direktur Operasi)<br/>(Director of Operations)</li> <li>Hangggara Patrianta (Direktur Pengembangan)<br/>(Director of Development)</li> <li>Qomaruzzaman (Direktur Keuangan dan Umum merangkap Plt. Direktur Manajemen Risiko)<br/>(Director of Finance and General Affairs concurrently Acting Director of Risk Management)</li> </ol> |                                                                                                                                                                                                           |





| No. | Tanggal<br>Date                               | Nomor Risalah<br>Minutes Number | Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Peserta Rapat<br>Meeting Participants                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Keterangan<br>Ketidakhadiran<br>Statement of Absence                                                                                                                                          |
|-----|-----------------------------------------------|---------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 8   | 29 Agustus<br>2024<br>August 29,<br>2024      | RIS-08/RKOM/<br>VIII.2024       | <ol style="list-style-type: none"> <li>Pembahasan Tindak Lanjut Rapat tanggal 25 Juli 2024;</li> <li>Pembahasan Kinerja Perusahaan periode Bulan Juli 2024;</li> <li>Program Strategis Perusahaan;</li> <li>Penyampaian Isu Utama dari Dewan Komisaris &amp; tanggapan Direksi;</li> <li>Lain-lain.</li> </ol> <ol style="list-style-type: none"> <li>Discussion of Follow-up Meeting on July 25, 2024;</li> <li>Discussion of Company Performance for the period of July 2024;</li> <li>Company Strategic Program;</li> <li>Submission of Main Issues from the Board of Commissioners &amp; Responses from the Board of Directors;</li> <li>Others.</li> </ol>           | <p>Dewan Komisaris<br/>Board of Commissioners</p> <ol style="list-style-type: none"> <li>D. Andhi Nirwanto (Komisaris Utama)<br/>(President Commissioner)</li> <li>Musthofa (Komisaris Independen)<br/>(Independent Commissioner)</li> <li>Sigit Hardwinarto (Komisaris Independen)<br/>(Independent Commissioner)</li> <li>Eka Sastra (Komisaris Independen)<br/>(Independent Commissioner)</li> <li>Gustaaf AC Patty (Komisaris Independen)<br/>(Independent Commissioner)</li> <li>Sukardi Rinakit (Komisaris Independen)<br/>(Independent Commissioner)</li> </ol> <p>Direksi<br/>Board of Directors</p> <ol style="list-style-type: none"> <li>Budi Wahyu Soesilo (Direktur Utama)<br/>(President Director)</li> <li>F. Purwanto (Direktur Operasi)<br/>(Director of Operations)</li> <li>Hangggara Patrianta (Direktur Pengembangan)<br/>(Director of Development)</li> <li>Qomaruzzaman (Direktur Keuangan dan Umum merangkap Plt. Direktur Manajemen Risiko)<br/>(Director of Finance and General Affairs concurrently Acting Director of Risk Management)</li> </ol> |                                                                                                                                                                                               |
| 9   | 25 September<br>2024<br>September 25,<br>2024 | RIS-09/RKOM/<br>IX.2024         | <ol style="list-style-type: none"> <li>Pembahasan Tindak Lanjut Rapat tanggal 29 Agustus 2024;</li> <li>Pembahasan Kinerja Perusahaan periode Bulan Agustus 2024;</li> <li>Program Strategis Perusahaan;</li> <li>Penyampaian Isu Utama dari Dewan Komisaris &amp; tanggapan Direksi;</li> <li>Lain-lain.</li> </ol> <ol style="list-style-type: none"> <li>Discussion of Follow-up Meeting on August 29, 2024;</li> <li>Discussion of Company Performance for the period of August 2024;</li> <li>Company Strategic Program;</li> <li>Submission of Main Issues from the Board of Commissioners &amp; Responses from the Board of Directors;</li> <li>Others.</li> </ol> | <p>Dewan Komisaris<br/>Board of Commissioners</p> <ol style="list-style-type: none"> <li>D. Andhi Nirwanto (Komisaris Utama)<br/>(President Commissioner)</li> <li>Musthofa (Komisaris Independen)<br/>(Independent Commissioner)</li> <li>Sigit Hardwinarto (Komisaris Independen)<br/>(Independent Commissioner)</li> <li>Eka Sastra (Komisaris Independen)<br/>(Independent Commissioner)</li> <li>Sukardi Rinakit (Komisaris Independen)<br/>(Independent Commissioner)</li> </ol> <p>Direksi<br/>Board of Directors</p> <ol style="list-style-type: none"> <li>Budi Wahyu Soesilo (Direktur Utama)<br/>(President Director)</li> <li>F. Purwanto (Direktur Operasi)<br/>(Director of Operations)</li> <li>Hangggara Patrianta (Direktur Pengembangan)<br/>(Director of Development)</li> <li>Qomaruzzaman (Direktur Keuangan dan Umum merangkap Plt. Direktur Manajemen Risiko)<br/>(Director of Finance and General Affairs concurrently Acting Director of Risk Management)</li> </ol>                                                                                 | <p>Dewan Komisaris<br/>Board of Commissioners</p> <ol style="list-style-type: none"> <li>Gustaaf AC Patty (Komisaris Independen) tidak hadir<br/>(Independent Commissioner) absent</li> </ol> |

| No. | Tanggal Date                          | Nomor Risalah Minutes Number | Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Peserta Rapat Meeting Participants                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Keterangan Ketidakhadiran Statement of Absence                                                                                                                    |
|-----|---------------------------------------|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10  | 28 Oktober 2024<br>October 28, 2024   | RIS-10/<br>RKOM/X.2024       | <ol style="list-style-type: none"> <li>Pembahasan Tindak Lanjut Rapat tanggal 25 September 2024;</li> <li>Pembahasan Kinerja Perusahaan periode Bulan September 2024;</li> <li>Program Strategis Perusahaan;</li> <li>Penyampaian Isu Utama dari Dewan Komisaris &amp; tanggapan Direksi;</li> <li>Lain-lain.</li> </ol> <ol style="list-style-type: none"> <li>Discussion of Follow-up Meeting on September 25, 2024;</li> <li>Discussion of Company Performance for the period of September 2024;</li> <li>Company Strategic Program;</li> <li>Submission of Main Issues from the Board of Commissioners &amp; Responses from the Board of Directors;</li> <li>Others.</li> </ol> | <p>Dewan Komisaris<br/>Board of Commissioners</p> <ol style="list-style-type: none"> <li>D. Andhi Nirwanto (Komisaris Utama)<br/>(President Commissioner)</li> <li>Musthofa (Komisaris Independen)<br/>(Independent Commissioner)</li> <li>Eka Sastra (Komisaris Independen)<br/>(Independent Commissioner)</li> <li>Sukardi Rinakit (Komisaris Independen)<br/>(Independent Commissioner)</li> </ol> <p>Direksi<br/>Board of Directors</p> <ol style="list-style-type: none"> <li>Budi Wahyu Soesilo (Direktur Utama)<br/>(President Director)</li> <li>F. Purwanto (Direktur Operasi)<br/>(Director of Operations)</li> <li>Hangggara Patrianta (Direktur Pengembangan)<br/>(Director of Development)</li> <li>Qomaruzzaman (Direktur Keuangan dan Umum merangkap Plt. Direktur Manajemen Risiko)<br/>(Director of Finance and General Affairs concurrently Acting Director of Risk Management)</li> </ol>                                                                                  |                                                                                                                                                                   |
| 11  | 28 November 2024<br>November 28, 2024 | RIS-11/RKOM/<br>XI.2024      | <ol style="list-style-type: none"> <li>Pembahasan Tindak Lanjut Rapat tanggal 28 Oktober 2024;</li> <li>Pembahasan Kinerja Perusahaan periode Bulan Oktober 2024;</li> <li>Program Strategis Perusahaan;</li> <li>Penyampaian Isu Utama dari Dewan Komisaris &amp; tanggapan Direksi;</li> <li>Lain-lain.</li> </ol> <ol style="list-style-type: none"> <li>Discussion of Follow-up Meeting on October 28, 2024;</li> <li>Discussion of Company Performance for the period of October 2024;</li> <li>Company Strategic Program;</li> <li>Submission of Main Issues from the Board of Commissioners &amp; Responses from the Board of Directors;</li> <li>Others.</li> </ol>         | <p>Dewan Komisaris<br/>Board of Commissioners</p> <ol style="list-style-type: none"> <li>D. Andhi Nirwanto (Komisaris Utama)<br/>(President Commissioner)</li> <li>Musthofa (Komisaris Independen)<br/>(Independent Commissioner)</li> <li>Etha Rimba Paembonan (Komisaris Independen)<br/>(Independent Commissioner)</li> <li>Eka Sastra (Komisaris Independen)<br/>(Independent Commissioner)</li> <li>Gustaaf AC Patty (Komisaris Independen)<br/>(Independent Commissioner)</li> <li>Sukardi Rinakit (Komisaris Independen)<br/>(Independent Commissioner)</li> </ol> <p>Direksi<br/>Board of Directors</p> <ol style="list-style-type: none"> <li>Budi Wahyu Soesilo (Direktur Utama)<br/>(President Director)</li> <li>F. Purwanto (Direktur Operasi)<br/>(Director of Operations)</li> <li>Qomaruzzaman (Direktur Keuangan dan Umum merangkap Plt. Direktur Manajemen Risiko)<br/>(Director of Finance and General Affairs concurrently Acting Director of Risk Management)</li> </ol> | <p>Direksi<br/>Board of Directors</p> <ol style="list-style-type: none"> <li>Hangggara Patrianta (Direktur Pengembangan)<br/>(Director of Development)</li> </ol> |







| No. | Tanggal Date                          | Nomor Risalah Minutes Number | Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Peserta Rapat Meeting Participants                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Keterangan Ketidakhadiran Statement of Absence                                                                                                                                                                                                                                         |
|-----|---------------------------------------|------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 12  | 18 Desember 2024<br>December 18, 2024 | RIS-12/RKOM/<br>XII.2024     | <ol style="list-style-type: none"> <li>Pembahasan Tindak Lanjut Rapat tanggal 28 November 2024;</li> <li>Pembahasan Kinerja Perusahaan periode Bulan November 2024;</li> <li>Program Strategis Perusahaan;</li> <li>Penyampaian Isu Utama dari Dewan Komisaris &amp; tanggapan Direksi;</li> <li>Lain-lain.</li> </ol> <ol style="list-style-type: none"> <li>Discussion of Follow-up Meeting on November 28, 2024;</li> <li>Discussion of Company Performance for the period of November 2024;</li> <li>Company Strategic Program;</li> <li>Submission of Main Issues from the Board of Commissioners &amp; Responses from the Board of Directors;</li> <li>Others.</li> </ol> | <p>Dewan Komisaris<br/>Board of Commissioners</p> <ol style="list-style-type: none"> <li>D. Andhi Nirwanto (Komisaris Utama) (President Commissioner)</li> <li>Musthofa (Komisaris Independen) (Independent Commissioner)</li> <li>Gustaaf AC Patty (Komisaris Independen) (Independent Commissioner)</li> <li>Sukardi Rinakit (Komisaris Independen) (Independent Commissioner)</li> </ol> <p>Direksi<br/>Board of Directors</p> <ol style="list-style-type: none"> <li>Budi Wahyu Soesilo (Direktur Utama) (President Director)</li> <li>F. Purwanto (Direktur Operasi) (Director of Operations)</li> <li>Hangggara Patrianta (Direktur Pengembangan) (Director of Development)</li> <li>Qomaruzzaman (Direktur Keuangan dan Umum merangkap Plt. Direktur Manajemen Risiko) (Director of Finance and General Affairs concurrently Acting Director of Risk Management)</li> </ol> | <p>Dewan Komisaris<br/>Board of Commissioners</p> <ol style="list-style-type: none"> <li>Eka Sastra (Komisaris Independen) tidak hadir (Independent Commissioner) absent</li> <li>Etha Rimba Paembonan (Komisaris Independen) tidak hadir (Independent Commissioner) absent</li> </ol> |

Frekuensi dan kehadiran rapat anggota Dewan Komisaris dan Direksi tahun 2024 diuraikan dalam tabel di bawah ini.

The frequency and attendance of the Board of Commissioners and the Board of Directors meetings in 2024 are described in the table below.

#### Frekuensi dan Kehadiran Dewan Komisaris dan Direksi dalam Rapat Gabungan Dewan Komisaris dan Direksi Tahun 2024

Frequency and Attendance of the Board of Commissioners and the Board of Directors in Joint Meetings of the Board of Commissioners and Board of Directors in 2024

| Nama Name                                       | Jabatan Position                                 | Jumlah Wajib Rapat pada Saat Menjabat Number of Mandatory Meetings at the Time of Serving | Jumlah Kehadiran Total Attendance | Jumlah Ketidakhadiran Total Absence | Persentase Kehadiran Attendance Percentage (%) |
|-------------------------------------------------|--------------------------------------------------|-------------------------------------------------------------------------------------------|-----------------------------------|-------------------------------------|------------------------------------------------|
| <b>Dewan Komisaris</b><br>Board of Commissioner |                                                  |                                                                                           |                                   |                                     |                                                |
| D. Andhi Nirwanto <sup>1)</sup>                 | Komisaris Utama<br>President Commissioner        | 12                                                                                        | 12                                | -                                   | 100,00                                         |
| Sigit Hardwinarto <sup>2)</sup>                 | Komisaris Independen<br>Independent Commissioner | 9                                                                                         | 8                                 | 1                                   | 88,89                                          |
| Musthofa                                        | Komisaris Independen<br>Independent Commissioner | 12                                                                                        | 11                                | 1                                   | 91,67                                          |
| Gustaaf AC Patty                                | Komisaris Independen<br>Independent Commissioner | 12                                                                                        | 10                                | 2                                   | 83,33                                          |
| Etha Rimba Paembonan <sup>3)</sup>              | Komisaris Independen<br>Independent Commissioner | 2                                                                                         | 1                                 | 1                                   | 50,00                                          |

| Nama<br>Name                         | Jabatan<br>Position                                                                                                                                                      | Jumlah Wajib<br>Rapat pada<br>Saat Menjabat<br>Number of<br>Mandatory<br>Meetings at the<br>Time of Serving | Jumlah<br>Kehadiran<br>Total<br>Attendance | Jumlah<br>Ketidakhadiran<br>Total Absence | Persentase<br>Kehadiran<br>Attendance<br>Percentage<br>(%) |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|--------------------------------------------|-------------------------------------------|------------------------------------------------------------|
| Sukardi Rinakit                      | Komisaris Independen<br>Independent<br>Commissioner                                                                                                                      | 12                                                                                                          | 12                                         | -                                         | 100,00                                                     |
| Eka Sastra                           | Komisaris Independen<br>Independent<br>Commissioner                                                                                                                      | 12                                                                                                          | 10                                         | 2                                         | 83,33                                                      |
| <b>Rata-rata   Average</b>           |                                                                                                                                                                          |                                                                                                             |                                            |                                           | <b>85,32</b>                                               |
| <b>Direksi</b><br>Board of Directors |                                                                                                                                                                          |                                                                                                             |                                            |                                           |                                                            |
| Budi Wahju Soesilo                   | Direktur Utama<br>President Director                                                                                                                                     | 12                                                                                                          | 12                                         | -                                         | 100,00                                                     |
| F. Purwanto                          | Direktur Operasi<br>Director of Operations                                                                                                                               | 12                                                                                                          | 11                                         | 1                                         | 91,67                                                      |
| Hanggara Patrianta                   | Direktur Pengembangan<br>Director of Development                                                                                                                         | 12                                                                                                          | 11                                         | 1                                         | 91,67                                                      |
| Qomaruzzaman                         | Direktur Keuangan dan<br>Umum merangkap Plt.<br>Direktur Manajemen<br>Risiko<br>Director of Finance and<br>General concurrently<br>Acting Director of Risk<br>Management | 12                                                                                                          | 12                                         | -                                         | 100,00                                                     |
| <b>Rata-rata   Average</b>           |                                                                                                                                                                          |                                                                                                             |                                            |                                           | <b>95,83</b>                                               |

<sup>\*)</sup> D. Andhi Nirwanto menjabat sebagai Komisaris Utama sejak 4 Januari 2024.

D. Andhi Nirwanto has served as President Commissioner since January 4, 2024.

<sup>\*\*)</sup> Sigit Hardwinarto tidak lagi menjabat sejak 25 November 2024. Posisinya digantikan oleh Etha Rimba Paembonan.

Sigit Hardwinarto has not served since November 25, 2024. His position has been replaced by Etha Rimba Paembonan.

Anggota Dewan Komisaris dan Direksi yang tidak hadir dalam rapat menyampaikan surat kuasa, baik dalam Rapat Internal Dewan Komisaris, Rapat Internal Direksi, maupun Rapat Dewan Komisaris dan Direksi.

Members of the Board of Commissioners and Board of Directors who are unable to attend a meeting shall submit a power of attorney, whether for an Internal Meeting of the Board of Commissioners, an Internal Meeting of the Board of Directors, or a Joint Meeting of the Board of Commissioners and Board of Directors.





## KEHADIRAN DEWAN KOMISARIS DAN DIREKSI DALAM RAPAT UMUM PEMEGANG SAHAM (RUPS)

## ATTENDANCE OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS AT THE GENERAL MEETING OF SHAREHOLDERS (GMS)

### Frekuensi dan Kehadiran Dewan Komisaris dan Direksi dalam RUPS yang Diselenggarakan di Tahun 2024

Frequency and Attendance of the Board of Commissioners and Board of Directors at the GMS Held in 2024

| Nama<br>Name                                                                        | Jabatan<br>Position                                                                                                                                    | Jumlah RUPS<br>Total GMS | Jumlah Kehadiran<br>Total Attendance | Jumlah Ketidakhadiran<br>Total Absence | Persentase Kehadiran<br>Attendance Percentage (%) |
|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------------------|----------------------------------------|---------------------------------------------------|
| <b>Dewan Komisaris</b><br>Board of Commissioner                                     |                                                                                                                                                        |                          |                                      |                                        |                                                   |
| D. Andhi Nirwanto <sup>*)</sup>                                                     | Komisaris Utama<br>President Commissioner                                                                                                              | 6                        | 5                                    | 1                                      | 83,33                                             |
| Sigit Hardwinarto <sup>**)</sup>                                                    | Komisaris Independen<br>Independent Commissioner                                                                                                       | 5                        | 4                                    | 1                                      | 80,00                                             |
| Musthofa                                                                            | Komisaris Independen<br>Independent Commissioner                                                                                                       | 6                        | 5                                    | 1                                      | 83,33                                             |
| Gustaaf AC Patty                                                                    | Komisaris Independen<br>Independent Commissioner                                                                                                       | 6                        | 5                                    | 1                                      | 83,33                                             |
| Etha Rimba Paembonan <sup>**)</sup>                                                 | Komisaris Independen<br>Independent Commissioner                                                                                                       | 2                        | 2                                    | -                                      | 100,00                                            |
| Sukardi Rinakit                                                                     | Komisaris Independen<br>Independent Commissioner                                                                                                       | 6                        | 3                                    | 3                                      | 50,00                                             |
| Eka Sastra                                                                          | Komisaris Independen<br>Independent Commissioner                                                                                                       | 6                        | 4                                    | 2                                      | 66,67                                             |
| Tingkat Kehadiran Dewan Komisaris<br>Attendance Level of the Board of Commissioners |                                                                                                                                                        |                          |                                      |                                        | 78,09                                             |
| <b>Direksi</b><br>Board of Directors                                                |                                                                                                                                                        |                          |                                      |                                        |                                                   |
| Budi Wahju Soesilo                                                                  | Direktur Utama<br>President Director                                                                                                                   | 6                        | 6                                    | -                                      | 100,00                                            |
| F. Purwanto                                                                         | Direktur Operasi<br>Director of Operations                                                                                                             | 6                        | 6                                    | -                                      | 100,00                                            |
| Hanggara Patrianta                                                                  | Direktur Pengembangan<br>Director of Development                                                                                                       | 6                        | 4                                    | 2                                      | 66,67                                             |
| Qomaruzzaman                                                                        | Direktur Keuangan dan Umum merangkap Plt. Direktur Manajemen Risiko<br>Director of Finance and General concurrently Acting Director of Risk Management | 6                        | 6                                    | -                                      | 100,00                                            |
| Tingkat Kehadiran Direksi<br>Attendance Level of the Board of Directors             |                                                                                                                                                        |                          |                                      |                                        | 91,67                                             |

<sup>\*)</sup> D. Andhi Nirwanto menjabat sebagai Komisaris Utama sejak 4 Januari 2024.

D. Andhi Nirwanto has served as President Commissioner since January 4, 2024.

<sup>\*\*)</sup> Sigit Hardwinarto tidak lagi menjabat sejak 25 November 2024. Posisinya digantikan oleh Etha Rimba Paembonan.

Sigit Hardwinarto has not served since November 25, 2024. His position has been replaced by Etha Rimba Paembonan.

# Rangkap Jabatan Dewan Komisaris dan Direksi

## Dual Position of the Board of Commissioners and the Board of Directors

Berdasarkan Pasal 14 ayat (32) Anggaran Dasar Perusahaan, anggota Dewan Komisaris dan Direksi dilarang memegang jabatan rangkap dengan jabatan lainnya sesuai dengan ketentuan peraturan perundang-undangan, pengurus partai politik dan/atau calon anggota legislatif dan/atau calon Kepala Daerah/Wakil Kepala Daerah.

Based on Article 14 paragraph (32) of the Company's Articles of Association, members of the Board of Commissioners and Board of Directors are prohibited from holding concurrent positions with other positions in accordance with the provisions of laws and regulations, political party administrators and/or legislative candidates and/or Regional Head/Deputy Regional Head candidates.

Berikut susunan rangkap jabatan Dewan Komisaris dan Direksi sampai dengan 31 Desember 2024.

The following is the composition of concurrent positions of the Board of Commissioners and Board of Directors until December 31, 2024.

| Nama<br>Name                                     | Jabatan<br>Position                                                                                                                                          | Jabatan Rangkap sesuai Pasal 14 ayat (32) Anggaran Dasar Perusahaan<br>Dual Positions in accordance with Article 14 paragraph (32) of the Company's Articles of Association |
|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Dewan Komisaris</b><br>Board of Commissioners |                                                                                                                                                              |                                                                                                                                                                             |
| D. Andhi Nirwanto                                | Komisaris Utama<br>President Commissioner                                                                                                                    | Tidak memiliki rangkap jabatan<br>Does not hold dual positions                                                                                                              |
| Musthofa                                         | Komisaris Independen<br>Independent Commissioner                                                                                                             | Tidak memiliki rangkap jabatan<br>Does not hold dual positions                                                                                                              |
| Gustaaf AC Patty                                 | Komisaris Independen<br>Independent Commissioner                                                                                                             | Tidak memiliki rangkap jabatan<br>Does not hold dual positions                                                                                                              |
| Etha Rimba Paembonan                             | Komisaris Independen<br>Independent Commissioner                                                                                                             | Tidak memiliki rangkap jabatan<br>Does not hold dual positions                                                                                                              |
| Sukardi Rinakit                                  | Komisaris Independen<br>Independent Commissioner                                                                                                             | Tidak memiliki rangkap jabatan<br>Does not hold dual positions                                                                                                              |
| Eka Sastra                                       | Komisaris Independen<br>Independent Commissioner                                                                                                             | Tidak memiliki rangkap jabatan<br>Does not hold dual positions                                                                                                              |
| Sigit Hardwinarto <sup>1)</sup>                  | Komisaris Independen<br>Independent Commissioner                                                                                                             | Tidak memiliki rangkap jabatan<br>Does not hold dual positions                                                                                                              |
| <b>Direksi</b><br>Board of Commissioners         |                                                                                                                                                              |                                                                                                                                                                             |
| Budi Wahyu Soesilo                               | Direktur Utama<br>President Director                                                                                                                         | Tidak memiliki rangkap jabatan<br>Does not hold dual positions                                                                                                              |
| F. Purwanto                                      | Direktur Operasi<br>Director of Operations                                                                                                                   | Tidak memiliki rangkap jabatan<br>Does not hold dual positions                                                                                                              |
| Hanggara Patrianta                               | Direktur Pengembangan<br>Director of Development                                                                                                             | Tidak memiliki rangkap jabatan<br>Does not hold dual positions                                                                                                              |
| Qomaruzzaman                                     | Direktur Keuangan dan Umum merangkap<br>Plt. Direktur Manajemen Risiko<br>Director of Finance and General concurrently<br>Acting Director of Risk Management | Tidak memiliki rangkap jabatan<br>Does not hold dual positions                                                                                                              |

<sup>1)</sup> Sesuai Akta RUPSLB No. 03 tanggal 25 November 2024, Sigit Hardwinarto berhenti menjabat sebagai Dewan Komisaris  
In accordance with EGMS Deed No. 03 dated November 25, 2024 Sigit Hardwinarto ceased to serve as a member of the Board of Commissioners.





# Hubungan Afiliasi Dewan Komisaris, Direksi, dan Pemegang Saham Utama

## Affiliation Relationship of the Board of Commissioners, the Board of Directors, and Major Shareholders

Dewan Komisaris dan Direksi Pupuk Kaltim tidak memiliki hubungan afiliasi, baik dalam hubungan keuangan maupun keluarga di antara satu sama lain serta antara Dewan Komisaris, Direksi dan Pemegang Saham Utama dan/atau Pemegang Saham Pengendali.

The Board of Commissioners and Board of Directors of Pupuk Kaltim do not have any affiliated relationships, either financial or family relationships, with each other and between the Board of Commissioners, Board of Directors and Major Shareholders and/or Controlling Shareholders.

### Hubungan Afiliasi Dewan Komisaris, Direksi, dan Pemegang Saham Utama

Affiliation Relationship of the Board of Commissioners, Directors, and Major Shareholders

| Nama dan Jabatan<br>Name and Position           |                                                  | Hubungan Keuangan dengan:<br>Financial Relationship with: |                                           |                                | Hubungan Keluarga dengan:<br>Family Relationship with: |                                           |                                |
|-------------------------------------------------|--------------------------------------------------|-----------------------------------------------------------|-------------------------------------------|--------------------------------|--------------------------------------------------------|-------------------------------------------|--------------------------------|
| Nama<br>Name                                    | Jabatan<br>Position                              | Direksi<br>Board of Directors                             | Dewan Komisaris<br>Board of Commissioners | Pemegang Saham<br>Shareholders | Direksi<br>Board of Directors                          | Dewan Komisaris<br>Board of Commissioners | Pemegang Saham<br>Shareholders |
| <b>Dewan Komisaris</b><br>Board of Commissioner |                                                  |                                                           |                                           |                                |                                                        |                                           |                                |
| D. Andhi Nirwanto                               | Komisaris Utama<br>President Commissioner        | x                                                         | x                                         | x                              | x                                                      | x                                         | x                              |
| Musthofa                                        | Komisaris Independen<br>Independent Commissioner | x                                                         | x                                         | x                              | x                                                      | x                                         | x                              |
| Gustaaf AC Patty                                | Komisaris Independen<br>Independent Commissioner | x                                                         | x                                         | x                              | x                                                      | x                                         | x                              |
| Etha Rimba Paembonan                            | Komisaris Independen<br>Independent Commissioner | x                                                         | x                                         | x                              | x                                                      | x                                         | x                              |
| Sukardi Rinakit                                 | Komisaris Independen<br>Independent Commissioner | x                                                         | x                                         | x                              | x                                                      | x                                         | x                              |
| Eka Sastra                                      | Komisaris Independen<br>Independent Commissioner | x                                                         | x                                         | x                              | x                                                      | x                                         | x                              |
| Sigit Hardwinarto <sup>*)</sup>                 | Komisaris Independen<br>Independent Commissioner | x                                                         | x                                         | x                              | x                                                      | x                                         | x                              |
| <b>Direksi</b><br>Board of Directors            |                                                  |                                                           |                                           |                                |                                                        |                                           |                                |
| Budi Wahyu Soesilo                              | Direktur Utama<br>President Director             | x                                                         | x                                         | x                              | x                                                      | x                                         | x                              |



| Nama dan Jabatan<br>Name and Position |                                                                                                                                                                                | Hubungan Keuangan dengan:<br>Financial Relationship with: |                                                 |                                   | Hubungan Keluarga dengan:<br>Family Relationship with: |                                                 |                                   |
|---------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|-------------------------------------------------|-----------------------------------|--------------------------------------------------------|-------------------------------------------------|-----------------------------------|
| Nama<br>Name                          | Jabatan<br>Position                                                                                                                                                            | Direksi<br>Board of<br>Directors                          | Dewan<br>Komisaris<br>Board of<br>Commissioners | Pemegang<br>Saham<br>Shareholders | Direksi<br>Board of<br>Directors                       | Dewan<br>Komisaris<br>Board of<br>Commissioners | Pemegang<br>Saham<br>Shareholders |
| F. Purwanto                           | Direktur Operasi<br>Director of<br>Operations                                                                                                                                  | x                                                         | x                                               | x                                 | x                                                      | x                                               | x                                 |
| Hanggara<br>Patrianta                 | Direktur<br>Pengembangan<br>Director of<br>Development                                                                                                                         | x                                                         | x                                               | x                                 | x                                                      | x                                               | x                                 |
| Qomaruzzaman                          | Direktur Keuangan<br>dan Umum<br>merangkap<br>Plt. Direktur<br>Manajemen Risiko<br>Director of Finance<br>and General<br>concurrently Acting<br>Director of Risk<br>Management | x                                                         | x                                               | x                                 | x                                                      | x                                               | x                                 |

<sup>\*)</sup> Sesuai Akta RUPSLB No. 03 tanggal 25 November 2024, Sigit Hardwinarto berhenti menjabat sebagai Dewan Komisaris  
In accordance with EGMS Deed No. 03 dated November 25, 2024 Sigit Hardwinarto ceased to serve as a member of the Board of Commissioners.

x = Tidak Memiliki | Does not have  
✓ = Memiliki | Has





# Penilaian Kinerja Dewan Komisaris dan Direksi

## Performance Assessment of the Board of Commissioners and the Board of Directors

### PENILAIAN KINERJA DEWAN KOMISARIS

Penilaian kinerja Dewan Komisaris ditetapkan berdasarkan Surat Keputusan Dewan Komisaris No. KEP-05/KOM-PKT/2019 pada 11 April 2019. Penilaian kinerja Dewan Komisaris dilakukan setiap tahun dan hasilnya disampaikan dalam RUPS.

### PIHAK YANG MELAKUKAN PENILAIAN KINERJA DEWAN KOMISARIS

Penilaian kinerja Dewan Komisaris dilakukan secara individu dan kolegal dengan metode *self-assessment* dan oleh RUPS berdasarkan indikator penilaian kinerja tahun 2024.

### HASIL PENILAIAN KINERJA DEWAN KOMISARIS

Realisasi capaian KPI Dewan Komisaris pada 2024 sebesar 92,65% dengan kategori "Sangat Baik".

### BOARD OF COMMISSIONERS PERFORMANCE ASSESSMENT

The Board of Commissioners performance assessment is determined based on the Decree of the Board of Commissioners No. KEP-05/KOM-PKT/2019 on April 11, 2019. The Board of Commissioners performance assessment is carried out annually and the results are submitted to the GMS.

### PARTIES CONDUCTING THE BOARD OF COMMISSIONERS PERFORMANCE ASSESSMENT

The Board of Commissioners performance assessment is carried out individually and collegially using the self-assessment method and by the GMS based on the 2024 performance assessment indicators.

### BOARD OF COMMISSIONERS PERFORMANCE ASSESSMENT RESULTS

The Board of Commissioners' KPI achievement realization in 2024 was 92.65% with the category "Very Good".

### Hasil Penilaian Kinerja Dewan Komisaris

Results of the Board of Commissioners Performance Assessment

| Aspek dan Parameter Perspektif KPI Dewan Komisaris                              | Aspects and Parameters of the Board of Commissioners' KPI Perspective                   | Bobot Weight (%) | D. Andhi Nirwanto (%) | Musthofa (%) | Gustaaf AC Patty (%) | Etha Rimba Paembonan (%) | Sukardi Rinakit (%) | Eka Sastra (%) | Sigit Hardwinarto* |
|---------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|------------------|-----------------------|--------------|----------------------|--------------------------|---------------------|----------------|--------------------|
| Aspek Pengawasan dan Nasihat                                                    | Supervision and Advice Aspects                                                          | 35,00            | 5,51                  | 5,49         | 5,59                 | 0,98                     | 5,56                | 5,47           | 4,66               |
| 1. Pengawasan atas kinerja keuangan terhadap RKAP tahun berjalan                | 1. Supervision of financial performance against the current year's RKAP                 |                  |                       |              |                      |                          |                     |                |                    |
| a. Pengawasan atas biaya                                                        | a. Supervision of costs                                                                 |                  |                       |              |                      |                          |                     |                |                    |
| b. Pengawasan atas piutang usaha dan umur piutang                               | b. Supervision of accounts receivable and accounts receivable aging                     |                  |                       |              |                      |                          |                     |                |                    |
| c. Pengawasan atas persediaan, bahan baku, barang jadi, suku cadang, dan gudang | c. Supervision of inventory, raw materials, finished goods, spare parts, and warehouses |                  |                       |              |                      |                          |                     |                |                    |
| 2. Pengawasan atas kinerja penyaluran pupuk subsidi                             | 2. Supervision of subsidized fertilizer distribution performance                        |                  |                       |              |                      |                          |                     |                |                    |
| a. Penyaluran pupuk subsidi                                                     | a. Distribution of subsidized fertilizer                                                |                  |                       |              |                      |                          |                     |                |                    |
| b. Pembinaan terhadap distributor                                               | b. Guidance for distributors                                                            |                  |                       |              |                      |                          |                     |                |                    |
| c. Pembinaan terhadap pengecer                                                  | c. Guidance for retailers                                                               |                  |                       |              |                      |                          |                     |                |                    |
| d. Koordinasi dengan lembaga terkait penyaluran pupuk subsidi                   | d. Coordination with institutions related to the distribution of subsidized fertilizer  |                  |                       |              |                      |                          |                     |                |                    |
| e. Pengawasan terhadap efektivitas demplot                                      | e. Supervision of the effectiveness of demonstration plots                              |                  |                       |              |                      |                          |                     |                |                    |

| Aspek dan Parameter Perspektif KPI Dewan Komisaris                                                                                                                                                                                                                                                                                                                                                                                                                     | Aspects and Parameters of the Board of Commissioners' KPI Perspective                                                                                                                                                                                                                                                                                                                                                                                                                       | Bobot Weight (%) | D. Andhi Nirwanto (%) | Musthofa (%) | Gustaaf AC Patty (%) | Etha Rimba Paembonan (%) | Sukardi Rinakit (%) | Eka Sastra (%) | Sigit Hardwinarto* (%) |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-----------------------|--------------|----------------------|--------------------------|---------------------|----------------|------------------------|
| 3. Pengawasan atas kinerja pemasaran pupuk non subsidi.<br>a. Peningkatan pangsa pasar<br>b. Potensi pelanggan baru dan eksisting                                                                                                                                                                                                                                                                                                                                      | 3. Supervision of non-subsidized fertilizer marketing performance.<br>a. Increasing market share<br>b. Potential new and existing customers                                                                                                                                                                                                                                                                                                                                                 |                  |                       |              |                      |                          |                     |                |                        |
| Aspek Pengawasan atas Kinerja Operasional dan Investasi<br>1. Pengawasan atas kinerja operasional.<br>a. Pengawasan atas realisasi produksi pupuk dan non pupuk<br>b. Pengawasan atas efisiensi produksi dan <i>operational excellence</i><br>c. Pengawasan atas HSE dan Proper<br>2. Pengawasan atas realisasi investasi.<br>a. Pengawasan atas investasi rutin<br>b. Pengawasan atas investasi pengembangan dan penyertaan<br>c. Pengawasan terhadap anak perusahaan | Supervision Aspects of Operational and Investment Performance<br>1. Supervision of operational performance.<br>a. Supervision of the realization of fertilizer and non-fertilizer production<br>b. Supervision of production efficiency and operational excellence<br>c. Supervision of HSE and Proper<br>2. Supervision of investment realization.<br>a. Supervision of routine investment<br>b. Supervision of development and participation investment<br>c. Supervision of subsidiaries | 25,00            | 3,96                  | 3,96         | 3,95                 | 0,65                     | 3,95                | 3,89           | 3,24                   |
| Aspek Pengawasan atas Kinerja Fokus Pelanggan<br>1. Responsivitas terhadap usulan/permintaan persetujuan dan tanggapan.<br>a. RJP<br>b. RKAP<br>c. Laporan Kinerja<br>d. Persetujuan atau tanggapan lainnya<br>2. Penyampaian laporan hasil rapat bulanan Dewan Komisaris dan Direksi dalam rangka pengawasan Perusahaan beserta tindak lanjut.                                                                                                                        | Supervision Aspects of Customer Focus Performance<br>1. Responsiveness to proposals/requests for approval and responses.<br>a. RJP<br>b. RKAP<br>c. Performance Report<br>d. Other approvals or responses<br>2. Submission of reports on the results of monthly meetings of the Board of Commissioners and Directors in the context of supervising the Company along with follow-up actions.                                                                                                | 10,00            | 1,44                  | 1,43         | 1,19                 | 0,22                     | 1,19                | 1,41           | 0,98                   |
| Aspek Pengawasan atas Kinerja Kepemimpinan, Tata Kelola dan Manajemen Risiko                                                                                                                                                                                                                                                                                                                                                                                           | Supervisory Aspects of Leadership Performance, Governance and Risk Management                                                                                                                                                                                                                                                                                                                                                                                                               | 30,00            | 4,73                  | 4,75         | 4,70                 | 1,20                     | 4,80                | 4,65           | 3,59                   |
| Nilai (%)                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Value (%)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                  | 15,64                 | 15,63        | 15,42                | 3,04                     | 15,49               | 15,42          | 12,47                  |
| Standar (%)                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Standard (%)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                  | 16,67                 | 16,67        | 16,67                | 3,38                     | 16,67               | 16,67          | 13,41                  |
| Nilai per Bidang                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Value per Field                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                  | 93,83                 | 93,76        | 92,53                | 90,02                    | 92,26               | 92,52          | 92,97                  |
| Nilai Rata-Rata                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Average Value                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                  | 92,65                 |              |                      |                          |                     |                |                        |

## PENILAIAN KINERJA DIREKSI

Pupuk Kaltim menetapkan kriteria penilaian kinerja Direksi didasarkan pada target kinerja yang telah disepakati bersama dalam Kontrak Manajemen berdasarkan *Key Performance Indicator* (KPI) mencakup perspektif Nilai Ekonomi dan Sosial untuk Indonesia, Inovasi Model Bisnis, Kepemimpinan Teknologi, Peningkatan Investasi, serta Pengembangan Talenta.

## BOARD OF DIRECTORS PERFORMANCE ASSESSMENT

Pupuk Kaltim sets the criteria for assessing the performance of the Board of Directors based on the performance targets that have been mutually agreed upon in the Management Contract based on Key Performance Indicators (KPIs) covering the perspectives of Economic and Social Value for Indonesia, Business Model Innovation, Technology Leadership, Investment Enhancement, and Talent Development.





Perhitungan pencapaian KPI Perusahaan didasarkan pada Peraturan Menteri BUMN No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia BUMN, dan Surat Edaran PT Pupuk Indonesia (Persero) No. 18/A/HK/B30/SE/2023 tentang Penyampaian Pedoman Pengelolaan *Key Performance Indicator* (KPI) PT Pupuk Indonesia (Persero) Grup.

### Kriteria Penilaian Kinerja Direksi

Pada tahun 2024, penilaian kinerja Direksi telah dilakukan dengan menggunakan beberapa kriteria sebagai berikut:

1. Pencapaian KPI dalam Kontrak Manajemen 2024;
2. Pencapaian Tingkat Kesehatan Perusahaan dinilai menggunakan Peringkat (*rating*) yang didasarkan pada Pemeringkatan;

### Pihak yang Melakukan Penilaian Kinerja Direksi

Penilaian KPI Direksi dilaksanakan oleh Pemegang Saham berdasarkan pencapaian hasil KPI yang telah diaudit oleh Kantor Akuntan Publik (KAP) Tanudiredja, Wibisana, Rintis dan Rekan (PwC).

### Hasil Penilaian Kinerja Direksi

Pencapaian skor KPI Direksi tahun 2024 adalah 104,90%, dengan predikat "SUKSES". Rinciannya disampaikan melalui tabel di bawah ini.

#### KPI Direksi 2024

The Board of Directors KPI 2024

| Indikator Kinerja Utama<br>Key Performance Indicators                                                                                    | Satuan<br>Unit          | Bobot<br>Weight | Target<br>Target | Realisasi<br>Realization | Pencapaian<br>Achievement<br>(%) | Skor<br>Score |
|------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|-----------------|------------------|--------------------------|----------------------------------|---------------|
| <b>Perspektif Nilai Ekonomi dan Sosial untuk Indonesia - Finansial</b><br>Economic and Social Value Perspectives for Indonesia - Finance |                         |                 |                  |                          |                                  |               |
| ROIC to WACC                                                                                                                             | Persen<br>Percent       | 7,00            | 4,43             | 7,18                     | 110,00                           | 7,70          |
| Interest Bearing Debt to EBITDA                                                                                                          | Kali<br>Times           | 5,00            | 0,11             | 0,03                     | 110,00                           | 5,50          |
| Interest Bearing Debt to Invested Capital                                                                                                | Persen<br>Percent       | 5,00            | 2,33             | 0,59                     | 110,00                           | 5,50          |
| Kontribusi Laba Bersih Anak Perusahaan dan Afiliasi<br>Net Income Contribution of Subsidiaries and Affiliates                            | Rp Miliar<br>Rp Billion | 4,00            | 40               | 167,26                   | 110,00                           | 4,40          |
| Laporan Keuangan <i>Audited</i><br>Audited Financial Statements                                                                          | Persen<br>Percent       | 3,00            | 100,00           | 100,00                   | 100,00                           | 3,00          |
| Cashflow From Operation                                                                                                                  | Rp Miliar<br>Rp Billion | 5,00            | 4.448            | 6.862,30                 | 110,00                           | 5,50          |

The calculation of the Company's KPI achievement is based on the Regulation of the Minister of SOEs No. PER-3/MBU/03/2023 concerning BUMN Organs and Human Resources, and Circular Letter of PT Pupuk Indonesia (Persero) No.18/A/HK/B30/SE/2023 concerning Submission of Guidelines for Managing Key Performance Indicators (KPIs) of PT Pupuk Indonesia (Persero) Group.

### Board of Directors Performance Assessment Criteria

In 2024, the Board of Directors' performance assessment has been carried out using several criteria as follows:

1. Achievement of KPIs in the 2024 Management Contract;
2. Achievement of the Company's Health Level is assessed using a Rating based on the Rating;

### Parties Conducting Board of Directors Performance Assessment

The assessment of the KPIs of the Board of Directors is carried out by the Shareholders based on the achievement of KPI results that have been audited by the Public Accounting Firm (KAP) Tanudiredja, Wibisana, Rintis and Partners (PwC).

### Board of Directors Performance Assessment Results

The KPI score achievement of the Board of Directors in 2024 was 104.90%, with the predicate "SUCCESS". The details are presented in the table below.

| Indikator Kinerja Utama<br>Key Performance Indicators                                                                                         | Satuan<br>Unit | Bobot<br>Weight | Target<br>Target | Realisasi<br>Realization | Pencapaian<br>Achievement<br>(%) | Skor<br>Score  |
|-----------------------------------------------------------------------------------------------------------------------------------------------|----------------|-----------------|------------------|--------------------------|----------------------------------|----------------|
| Perspektif Nilai Ekonomi dan Sosial untuk Indonesia -<br>Operasional<br>Economic and Social Value Perspectives for Indonesia -<br>Operational |                | 21,00           |                  |                          | 106,60                           | 22,26          |
| Perspektif Inovasi Model Bisnis<br>Business Model Innovation Perspective                                                                      |                | 28,00           |                  |                          | 106,60                           | 29,84          |
| Perspektif Peningkatan Investasi<br>Investment Enhancement Perspective                                                                        |                | 13,00           |                  |                          | 105,41                           | 13,75          |
| Perspektif Pengembangan Talenta<br>Talent Development Perspective                                                                             |                | 9,00            |                  |                          | 105,78                           | 9,52           |
| <b>TOTAL BOBOT<br/>TOTAL WEIGHT</b>                                                                                                           |                | <b>100,00</b>   |                  |                          |                                  | <b>106,97</b>  |
| <b>PENILAIAN KONVERSI<br/>CONVERSION EVALUATION</b>                                                                                           |                |                 |                  |                          |                                  | <b>106,97%</b> |

### KPI Individu Direksi 2024

Board of Directors Individual KPI 2024

| Direktur<br>Director                                          | Nilai KPI<br>KPI Value<br>(%) |
|---------------------------------------------------------------|-------------------------------|
| Direktur Operasi<br>Director of Operation                     | 106,26                        |
| Direktur Pengembangan<br>Director of Development              | 107,40                        |
| Direktur Keuangan dan Umum<br>Director of Finance and General | 107,51                        |
| Direktur Manajemen Risiko<br>Director of Risk Management      | 106,61                        |







# Nominasi Dewan Komisaris dan Direksi

## Nomination of the Board of Commissioners and the Board of Directors

### KEBIJAKAN

Anggota Dewan Komisaris dan Direksi diangkat dan diberhentikan oleh Pemegang Saham dengan mengikuti proses uji kelayakan dan kepatutan berdasarkan Peraturan Menteri BUMN No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia BUMN.

Selain itu, Direksi juga telah menyiapkan program kaderisasi atau suksesi untuk calon anggota Direksi yang disaring dari pejabat 1 (satu) level di bawah Direksi. Calon anggota Direksi telah diseleksi melalui serangkaian proses sebelum diusulkan oleh Pemegang Saham untuk tercapainya pemilihan dan penggantian anggota Direksi yang transparan, akuntabel, dan dapat dipertanggungjawabkan.

### KRITERIA DAN PERSYARATAN UNTUK DAPAT MENJADI DEWAN KOMISARIS PERUSAHAAN

Pupuk Kaltim memiliki persyaratan calon anggota Dewan Komisaris seperti tercantum dalam *Board Manual*. Dalam acuan tersebut, Dewan Komisaris adalah orang perseorangan yang cakap melakukan perbuatan hukum, kecuali dalam waktu 5 (lima) tahun sebelum pengangkatannya pernah:

1. Dinyatakan pailit;
2. Menjadi anggota Direksi atau anggota Dewan Komisaris yang dinyatakan bersalah dan menyebabkan suatu perseroan/Perum dinyatakan pailit; atau
3. Dihukum karena tindak pidana yang merugikan keuangan negara dan/atau berkaitan dengan sektor keuangan.

Dewan Komisaris juga wajib memenuhi persyaratan materiil, yang meliputi integritas dan moral, dedikasi, pemahaman masalah-masalah manajemen perusahaan, pengetahuan yang memadai, serta menyediakan waktu yang cukup dan memiliki kemauan yang kuat (antusiasme) untuk memajukan dan mengembangkan Pupuk Kaltim.

Persyaratan lain Anggota Dewan Komisaris, yaitu:

1. Bukan pengurus partai politik dan/atau anggota legislatif dan/atau tidak sedang mencalonkan diri sebagai calon anggota legislatif;
2. Bukan kepala/wakil kepala daerah dan/atau tidak sedang mencalonkan diri sebagai calon kepala/wakil kepala daerah;

### POLICY

Members of the Board of Commissioners and Board of Directors are appointed and dismissed by Shareholders by following a fit and proper test process based on the Regulation of the Minister of SOEs No. PER-3/MBU/03/2023 concerning SOE Organs and Human Resources.

In addition, the Board of Directors has also prepared a cadre or succession program for prospective members of the Board of Directors who are selected from officials 1 (one) level below the Board of Directors. Prospective members of the Board of Directors have been selected through a series of processes before being proposed by Shareholders to achieve transparent, accountable, and responsible selection and replacement of members of the Board of Directors

### CRITERIA AND REQUIREMENTS TO BECOME A COMPANY'S BOARD OF COMMISSIONERS

Pupuk Kaltim has requirements for prospective members of the Board of Commissioners as stated in the Board Manual. In this reference, the Board of Commissioners is an individual who is capable of carrying out legal acts, except in the 5 (five) years prior to their appointment:

1. Declared bankrupt;
2. Became a member of the Board of Directors or a member of the Board of Commissioners who was found guilty and caused a company/Perum to be declared bankrupt; or
3. Convicted of a criminal act that is detrimental to state finances and/or related to the financial sector.

The Board of Commissioners is also required to meet material requirements, which include integrity and morals, dedication, understanding of company management issues, adequate knowledge, and providing sufficient time and having a strong will (enthusiasm) to advance and develop Pupuk Kaltim.

Other requirements for members of the Board of Commissioners, namely:

1. Not an administrator of a political party and/or a member of the legislature and/or not currently running as a candidate for legislative member;
2. Not a regional head/deputy regional head and/or not currently running as a candidate for regional head/deputy regional head;

3. Tidak sedang menduduki jabatan yang berpotensi menimbulkan benturan kepentingan dengan perusahaan yang bersangkutan kecuali menandatangani surat pernyataan bersedia mengundurkan diri dari jabatan tersebut jika terpilih sebagai anggota Dewan Komisaris;
4. Tidak sedang menduduki jabatan yang berdasarkan peraturan perundang-undangan dilarang untuk dirangkap dengan jabatan anggota Dewan Komisaris kecuali menandatangani surat pernyataan bersedia mengundurkan diri dari jabatan tersebut jika terpilih sebagai anggota Dewan Komisaris;
5. Tidak menjabat sebagai anggota Dewan Komisaris pada perusahaan yang bersangkutan selama 2 (dua) periode berturut-turut;
6. Sehat jasmani dan rohani, tidak sedang menderita suatu penyakit yang dapat menghambat pelaksanaan tugas sebagai anggota Dewan Komisaris yang dibuktikan dengan surat keterangan sehat dari rumah sakit pemerintah.

Anggota Dewan Komisaris diangkat dan diberhentikan oleh Pemegang Saham dengan mengikuti proses uji kelayakan dan kepatutan berdasarkan Peraturan Menteri BUMN RI No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia BUMN.

### KRITERIA DAN PERSYARATAN UNTUK DAPAT MENJADI DIREKSI PERUSAHAAN

Pupuk Kaltim memiliki persyaratan calon anggota Direksi yang tercantum dalam *Board Manual*, kandidat anggota Direksi Pupuk Kaltim harus memenuhi kriteria sebagai berikut:

1. Persyaratan formal:
  - a. Cakap melakukan perbuatan hukum;
  - b. Dalam waktu 5 (lima) tahun sebelum pengangkatan dan selama menjabat:
    - i. Tidak pernah dinyatakan pailit;
    - ii. Tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu perusahaan pailit;
    - iii. Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan.
2. Persyaratan materiil:
  - a. Memiliki integritas dan moral yang memadai.
  - b. Memiliki kompetensi teknis atau keahlian, pengetahuan dan kemampuan untuk pengelolaan strategis Perusahaan yang memadai.
  - c. Memiliki tingkat intelegensi dan emosional yang memadai.
  - d. Persyaratan lain yang ditetapkan oleh RUPS.
3. Persyaratan lain anggota Direksi tercantum dalam *Board Manual*, terdiri dari:
  - a. Bukan pengurus partai politik dan/atau anggota legislatif dan/atau tidak sedang mencalonkan diri sebagai calon anggota legislatif;

3. Not currently holding a position that has the potential to cause a conflict of interest with the company concerned unless signing a statement of willingness to resign from the position if elected as a member of the Board of Commissioners;
4. Not currently holding a position that based on laws and regulations is prohibited from being held concurrently with the position of a member of the Board of Commissioners unless signing a statement of willingness to resign from the position if elected as a member of the Board of Commissioners;
5. Not serving as a member of the Board of Commissioners at the company concerned for 2 (two) consecutive periods;
6. Physically and mentally healthy, not currently suffering from an illness that could hinder the implementation of duties as a member of the Board of Commissioners as evidenced by a health certificate from a government hospital.

Members of the Board of Commissioners are appointed and dismissed by Shareholders by following a fit and proper test process based on the Regulation of the Minister of SOEs of the Republic of Indonesia No. PER-3/MBU/03/2023 concerning SOE Organs and Human Resources.

### CRITERIA AND REQUIREMENTS TO BECOME A COMPANY DIRECTOR

Pupuk Kaltim has requirements for prospective members of the Board of Directors as stated in the Board Manual, candidates for members of the Board of Directors of Pupuk Kaltim must meet the following criteria:

1. Formal requirements:
  - a. Capable of performing legal acts;
  - b. Within 5 (five) years prior to appointment and during office:
    - i. Never been declared bankrupt;
    - ii. Never been a member of the Board of Directors and/or a member of the Board of Commissioners who was found guilty of causing a company to go bankrupt;
    - iii. Never been convicted of committing a crime that is detrimental to state finances and/or related to the financial sector.
2. Material requirements:
  - a. Have adequate integrity and morals.
  - b. Have adequate technical competence or expertise, knowledge and ability for strategic management of the Company.
  - c. Have adequate levels of intelligence and emotion.
  - d. Other requirements determined by the GMS.
3. Other requirements for members of the Board of Directors are stated in the Board Manual, consisting of:
  - a. Not an administrator of a political party and/or a member of the legislature and/or not currently running as a candidate for legislative member;





- b. Bukan kepala/wakil kepala daerah dan/atau tidak sedang mencalonkan diri sebagai calon kepala/wakil kepala daerah;
- c. Berusia tidak melebihi 58 tahun ketika akan menjabat Direksi;
- d. Tidak sedang menduduki jabatan yang berpotensi menimbulkan benturan kepentingan dengan perusahaan yang bersangkutan kecuali menandatangani surat pernyataan bersedia mengundurkan diri dari jabatan tersebut jika terpilih sebagai anggota Direksi;
- e. Tidak sedang menduduki jabatan yang berdasarkan peraturan perundang-undangan dilarang untuk dirangkap dengan jabatan anggota Direksi kecuali menandatangani surat pernyataan bersedia mengundurkan diri dari jabatan tersebut jika terpilih sebagai anggota Direksi;
- f. Tidak menjabat sebagai anggota Direksi pada perusahaan yang bersangkutan selama 2 (dua) periode berturut-turut;
- g. Sehat jasmani dan rohani, tidak sedang menderita suatu penyakit yang dapat menghambat pelaksanaan tugas sebagai anggota Direksi yang dibuktikan dengan surat keterangan sehat dari rumah sakit pemerintah.

- b. Not a regional head/deputy regional head and/or not currently running as a regional head/deputy regional head candidate;
- c. Not over 58 years old when appointed as a Director;
- d. Not currently holding a position that has the potential to cause a conflict of interest with the company concerned unless signing a statement of willingness to resign from the position if elected as a member of the Board of Directors;
- e. Not currently holding a position that based on laws and regulations is prohibited from being held concurrently with the position of a member of the Board of Directors unless signing a statement of willingness to resign from the position if elected as a member of the Board of Directors;
- f. Not serving as a member of the Board of Directors at the company concerned for 2 (two) consecutive periods;
- g. Physically and mentally healthy, not currently suffering from an illness that could hinder the implementation of duties as a member of the Board of Directors as evidenced by a health certificate from a government hospital.

Anggota Direksi diangkat dan diberhentikan oleh Pemegang Saham dengan mengikuti proses uji kelayakan dan kepatutan berdasarkan Peraturan Menteri BUMN RI No. PER-03/MBU/2012 tentang Pedoman Pengangkatan Anggota Direksi dan Anggota Dewan Komisaris Anak Perusahaan BUMN.

Members of the Board of Directors are appointed and dismissed by Shareholders by following a fit and proper test process based on the Regulation of the Minister of SOEs of the Republic of Indonesia No. PER-03/MBU/2012 concerning Guidelines for the Appointment of Members of the Board of Directors and Members of the Board of Commissioners of SOE Subsidiaries.

### PEMBERHENTIAN MAUPUN PENGUNDURAN DIRI DEWAN KOMISARIS DAN DIREKSI

Direksi dapat diberhentikan oleh RUPS sebelum masa jabatannya berakhir, dengan alasan sebagai berikut:

1. Tidak dapat memenuhi kewajiban yang telah disepakati dalam kontrak manajemen.
2. Tidak dapat melaksanakan tugas dengan baik.
3. Tidak melaksanakan ketentuan peraturan perundang-undangan dan/atau Anggaran Dasar.
4. Terlibat dalam tindakan yang merugikan Pupuk Kaltim dan/atau Negara.
5. Melakukan tindakan yang melanggar etika dan/atau kepatutan yang harus dihormati.
6. Dinyatakan bersalah dengan putusan pengadilan yang memiliki kekuatan hukum tetap.
7. Mengundurkan diri.

Anggota Komisaris dan Direksi berhak mengundurkan diri dengan memberitahukan secara tertulis mengenai maksudnya tersebut kepada Pemegang Saham dengan tembusan kepada Dewan Komisaris dan anggota Direksi lainnya paling lambat 30 hari sebelum tanggal pengunduran dirinya.

### DISMISSAL OR RESIGNATION OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

The Board of Directors may be dismissed by the GMS before their term of office ends, for the following reasons:

1. Unable to fulfill the obligations agreed upon in the management contract.
2. Unable to carry out their duties properly.
3. Not implementing the provisions of laws and/or Articles of Association.
4. Involved in actions that are detrimental to Pupuk Kaltim and/or the State.
5. Taking actions that violate ethics and/or propriety that must be respected.
6. Found guilty by a court decision that has permanent legal force.
7. Resigning.

Members of the Board of Commissioners and Board of Directors have the right to resign by notifying the Shareholders in writing of their intention with a copy to the Board of Commissioners and other members of the Board of Directors no later than 30 days before the date of their resignation.

## PROSEDUR NOMINASI ANGGOTA DEWAN KOMISARIS DAN DIREKSI

Prosedur nominasi anggota Dewan Komisaris dan Direksi Pupuk Kaltim mengacu pada Peraturan Menteri BUMN RI No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Prosedur dimaksud adalah:

1. Proses Penjaringan
  - a. Tim Evaluasi yang dibentuk oleh Direksi PT Pupuk Indonesia (Persero) selaku Pemegang Saham melakukan penjaringan dan penilaian terhadap calon Direksi dan calon Dewan Komisaris. Jika diperlukan, dapat menunjuk lembaga profesional untuk melakukan asesmen;
  - b. Menetapkan hasil evaluasi akhir terhadap penilaian untuk disampaikan kepada Direksi PT Pupuk Indonesia (Persero) selaku Pemegang Saham guna mendapatkan penetapan;
  - c. Menyiapkan hasil evaluasi akhir yang telah ditetapkan oleh Direksi PT Pupuk Indonesia (Persero) selaku Pemegang Saham untuk disampaikan kepada Dewan Komisaris dan Menteri BUMN RI, jika diperlukan;
  - d. Dewan Komisaris melakukan penilaian hingga penetapan.
2. Proses Penilaian
  - a. Tim Evaluasi melakukan penilaian terhadap bakal calon yang namanya tercantum dalam Daftar Bakal Calon (*long list*) yang telah disetujui oleh Direksi PT Pupuk Indonesia (Persero) selaku Pemegang Saham untuk memperoleh calon-calon terbaik yang akan diusulkan kepada Direksi sebagai calon Direksi.
  - b. Bakal Calon Direksi yang dinilai harus mematuhi ketentuan yang ditetapkan oleh Tim Evaluasi dan/atau Lembaga Profesional. Apabila dipandang perlu, Direksi PT Pupuk Indonesia (Persero) selaku Pemegang Saham dapat menggunakan lebih dari 1 (satu) Lembaga Profesional.
  - c. Tim Evaluasi menyampaikan Daftar Calon (*short list*) kepada Direksi PT Pupuk Indonesia (Persero) selaku Pemegang Saham.
3. Proses Penetapan
  - a. Direksi BUMN melakukan evaluasi akhir atas hasil penilaian untuk menetapkan masing-masing 1 (satu) calon Direksi dan calon Komisaris terpilih untuk masing-masing jabatan anggota Direksi dan anggota Dewan Komisaris.
  - b. Direksi meminta persetujuan:
    - Dewan Komisaris/Dewan Pengawas BUMN;
    - RUPS/Menteri BUMN RI.
  - c. Penetapan melalui RUPS.

## NOMINATION PROCEDURE FOR MEMBERS OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

The nomination procedure for members of the Board of Commissioners and Board of Directors of Pupuk Kaltim refers to the Regulation of the Minister of SOEs of the Republic of Indonesia No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises. The procedures in question are:

1. Recruitment Process
  - a. The Evaluation Team formed by the Board of Directors of PT Pupuk Indonesia (Persero) as the Shareholder conducts recruitment and assessment of candidates for Directors and candidates for the Board of Commissioners. If necessary, it can appoint a professional institution to conduct an assessment;
  - b. Determines the final evaluation results of the assessment to be submitted to the Board of Directors of PT Pupuk Indonesia (Persero) as the Shareholder in order to obtain a determination;
  - c. Prepares the final evaluation results that have been determined by the Board of Directors of PT Pupuk Indonesia (Persero) as the Shareholder to be submitted to the Board of Commissioners and the Minister of SOEs of the Republic of Indonesia, if necessary;
  - d. The Board of Commissioners conducts an assessment until the determination.
2. Assessment Process
  - a. The Evaluation Team assesses prospective candidates whose names are listed in the List of Prospective Candidates (*long list*) that has been approved by the Board of Directors of PT Pupuk Indonesia (Persero) as Shareholders to obtain the best candidates to be proposed to the Board of Directors as candidates for Directors.
  - b. Prospective Candidates for Directors who are assessed must comply with the provisions set by the Evaluation Team and/or Professional Institution. If deemed necessary, the Board of Directors of PT Pupuk Indonesia (Persero) as Shareholders may use more than 1 (one) Professional Institution.
  - c. The Evaluation Team submits the List of Candidates (*short list*) to the Board of Directors of PT Pupuk Indonesia (Persero) as Shareholders.
3. Determination Process
  - a. The Board of Directors of BUMN conducts a final evaluation of the assessment results to determine 1 (one) candidate for Director and candidate for Commissioner selected for each position of member of the Board of Directors and member of the Board of Commissioners.
  - b. The Board of Directors requests approval from:
    - Board of Commissioners/Board of Supervisors of BUMN;
    - GMS/Minister of BUMN RI.
  - c. Determination through GMS.





## Tahapan Nominasi Anggota Dewan Komisaris dan Direksi

Stages of Nomination of Members of the Board of Commissioners and Directors



**Tahapan penjurian dan penilaian Calon Direksi dan/atau Calon Dewan Komisaris oleh Tim Evaluasi yang dibentuk oleh Pemegang Saham.**  
The stage of screening and assessment of Candidates for the Board of Directors and/or Candidates for the Board of Commissioners by the Evaluation Team formed by the Shareholders.



**Evaluasi oleh Direksi PT Pupuk Indonesia (Persero) selaku Pemegang Saham atas daftar bakal calon dari Tim Evaluasi.**  
Evaluation by the Board of Directors of PT Pupuk Indonesia (Persero) as the Shareholder of the list of candidates from the Evaluation Team.



**Persetujuan hasil evaluasi dari Direksi PT Pupuk Indonesia (Persero) selaku Pemegang Saham oleh Dewan Komisaris PT Pupuk Indonesia (Persero) dan Kementerian BUMN selaku Entitas Pemilik Akhir.**  
Approval of the evaluation results from the Board of Directors of PT Pupuk Indonesia (Persero) as the Shareholder by the Board of Commissioners of PT Pupuk Indonesia (Persero) and the Ministry of SOEs as the Final Owner Entity.



**Penetapan Dewan Komisaris dan/atau Direksi dalam RUPS.**  
Determination of the Board of Commissioners and/or Board of Directors in the GMS.





# Remunerasi Dewan Komisaris dan Direksi

## Remuneration of the Board of Commissioners and the Board of Directors

### PROSEDUR PENGUSULAN HINGGA PENETAPAN REMUNERASI

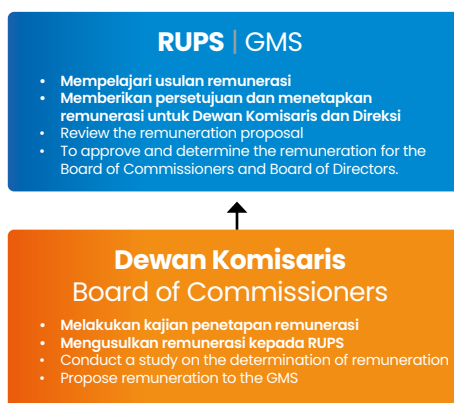
Prosedur pengusulan dan penetapan remunerasi bagi Dewan Komisaris dan Direksi Pupuk Kaltim ditetapkan berdasarkan ketentuan sebagai berikut:

- Undang-Undang RI No. 40 Tahun 2007 tentang Perseroan Terbatas:
  - Pasal 96 yang mengatur besarnya gaji dan tunjangan Direksi ditetapkan berdasarkan keputusan RUPS;
  - Pasal 113 yang mengatur besarnya gaji dan honorarium serta tunjangan bagi anggota Dewan Komisaris ditetapkan oleh RUPS.
- Peraturan Menteri BUMN RI No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.
- Surat PT Pupuk Indonesia (Persero) No. 27286/A/SM/E0101/ET/2024.

Proses penetapan remunerasi Dewan Komisaris telah sesuai dengan peraturan perundang-undangan yang berlaku dengan alur sebagai berikut:

### Proses Penetapan Remunerasi Dewan Komisaris

Board of Commissioners Remuneration Determination Process



### KEBIJAKAN REMUNERASI DIREKSI DAN DEWAN KOMISARIS BERDASARKAN KINERJA

Sesuai dengan arahan Pemegang Saham dengan merujuk Peraturan Menteri Negara BUMN No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara, Direksi dan Dewan Komisaris yang menjabat selama tahun buku 2023 mendapatkan

### PROCEDURE FOR PROPOSING AND DETERMINING REMUNERATION

The procedure for proposing and determining remuneration for the Board of Commissioners and Directors of Pupuk Kaltim is determined based on the following provisions:

- Law of the Republic of Indonesia No. 40 of 2007 concerning Limited Liability Companies:
  - Article 96 which regulates the amount of salaries and allowances for Directors is determined based on the decision of the GMS;
  - Article 113 which regulates the amount of salaries and honorariums and allowances for members of the Board of Commissioners is determined by the GMS.
- Regulation of the Minister of SOEs of the Republic of Indonesia No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises.
- Letter of PT Pupuk Indonesia (Persero) No. 27286/A/SM/E0101/ET/2024.

The process of determining the remuneration of the Board of Commissioners is in accordance with applicable laws and regulations with the following flow:

### REMUNERATION POLICY FOR DIRECTORS AND BOARD OF COMMISSIONERS BASED ON PERFORMANCE

In accordance with the direction of Shareholders by referring to the Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises, Directors and Board of Commissioners who serve during





Tantiem yang ditangguhkan dengan besaran 21% dari Tantiem yang diputuskan atas Kinerja tahun buku 2023. Tantiem yang ditangguhkan dibayarkan setiap tahun secara pro rata selama 3 (tiga) tahun dimulai pada tahun 2025 bersamaan dengan waktu pembayaran tantiem atas kinerja tahun buku 2024.

Penyesuaian pembayaran tantiem yang ditangguhkan dapat dilakukan apabila terjadi kondisi berupa:

1. Terbukti secara hukum terdapat penyalahgunaan jabatan dan/atau wewenang dan/atau melakukan tindak pidana oleh Penerima Tantiem yang ditangguhkan yang mengakibatkan timbulnya kerugian bagi Perusahaan.
2. *Restatement* laporan keuangan Perusahaan yang menjadi dasar penetapan pemberian Tantiem.
3. Peringkat risiko pada Triwulan terakhir sebelum waktu pelaksanaan Tantiem yang ditangguhkan adalah peringkat 4 (*Moderate to High*) atau lebih buruk.
4. RUPS Tahunan memutuskan menolak pertanggungjawaban Direksi dan/atau Dewan Komisaris atas kinerja Perusahaan untuk tahun buku yang diputuskan dalam RUPS Tahunan.
5. Pertimbangan lain yang dipandang penting oleh RUPS.

### INDIKATOR PENETAPAN REMUNERASI

Besaran nilai remunerasi bagi Dewan Komisaris dan Direksi ditetapkan oleh RUPS dengan mempertimbangkan beberapa kriteria. Di antara kriteria dimaksud adalah pencapaian KPI dan Tingkat Kesehatan Perusahaan, skala usaha, tingkat inflasi, kondisi dan kemampuan Perusahaan serta pencapaian jangka panjang sebagai hasil dari sistem yang telah dibangun dalam Perusahaan.

### BONUS KINERJA

Dewan Komisaris dan Direksi Pupuk Kaltim setiap tahun mendapatkan bonus kinerja/tantiem sesuai capaian kinerja Perusahaan. Besaran tantiem yang diberikan ditetapkan sesuai dengan keputusan RUPS Kinerja Tahun Buku.

### STRUKTUR DAN TRANSPARANSI REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Berdasarkan Keputusan Pemegang Saham dalam RUPS Kinerja Tahun Buku 2023 tanggal 4 September 2024, struktur dan transparansi untuk remunerasi yang diberikan kepada Dewan Komisaris dan Direksi dapat dilihat di bawah ini.

the 2023 fiscal year receive a deferred bonus of 21% of the bonus decided on the performance of the 2023 fiscal year. The deferred bonus is paid annually on a pro rata basis for 3 (three) years starting in 2025 together with the payment of bonuses for the 2024 fiscal year performance.

Adjustments to the payment of deferred bonuses can be made if the following conditions occur:

1. It is legally proven that there has been abuse of office and/or authority and/or a criminal act by the recipient of the deferred bonus which has resulted in losses for the Company.
2. Restatement of the Company's financial statements which are the basis for determining the provision of bonuses.
3. The risk rating in the last Quarter before the postponed Tantiem implementation time is rating 4 (*Moderate to High*) or worse.
4. The Annual GMS decides to reject the accountability of the Board of Directors and/or the Board of Commissioners for the Company's performance for the fiscal year decided in the Annual GMS.
5. Other considerations deemed important by the GMS.

### INDICATORS FOR REMUNERATION DETERMINATION

The amount of remuneration for the Board of Commissioners and Board of Directors is determined by the GMS taking into account several criteria. Among the criteria in question are the achievement of KPI and the Company's Health Level, business scale, inflation rate, condition and ability of the Company and long-term achievements as a result of the system that has been built in the Company.

### PERFORMANCE BONUS

The Board of Commissioners and Board of Directors of Pupuk Kaltim receive a performance bonus/tantiem every year according to the Company's performance achievements. The amount of the tantiem given is determined in accordance with the decision of the GMS for Fiscal Year Performance.

### STRUCTURE AND TRANSPARENCY OF REMUNERATION FOR THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

Based on the Shareholders' Resolution in the 2023 Fiscal Year Performance GMS dated September 4, 2024, the structure and transparency for the remuneration given to the Board of Commissioners and Board of Directors can be seen below.

## Struktur Remunerasi Dewan Komisaris

### Remuneration Structure of the Board of Commissioners

| Komponen<br>Component                                                                                              | Struktur<br>Structure                                                                                                                                                                                                                          | Keterangan<br>Description                                                                                                                                                                                                                                                                                                                          |
|--------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Honorarium                                                                                                         | a. Komisaris Utama: 45% dari gaji Direktur Utama<br>b. Komisaris: 90% dari gaji Komisaris                                                                                                                                                      | Sesuai PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara                                                                                                                                                                                                                                                            |
| Honorarium                                                                                                         | a. President Commissioner: 45% of the salary of the President Director<br>b. Commissioner: 90% of the Commissioner's salary                                                                                                                    | In accordance with PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises                                                                                                                                                                                                                                                      |
| Tunjangan<br>a. Tunjangan Hari Raya Keagamaan<br>b. Asuransi Purna Jabatan<br>c. Tunjangan Transportasi Allowances | a. 1 (satu) kali honorarium<br>b. Premi yang ditanggung oleh Perusahaan sebesar 25% dari honorarium dalam 1 (satu) tahun<br>c. 20% dari honorarium per bulan                                                                                   | Sesuai PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara                                                                                                                                                                                                                                                            |
| a. Religious Holiday Allowance<br>b. Post-employment Insurance<br>c. Transport Allowance                           | a. 1 (one) time honorarium<br>b. Premium borne by the Company amounting to 25% of the honorarium in 1 (one) year<br>c. 20% of the honorarium per month                                                                                         | In accordance with PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises                                                                                                                                                                                                                                                      |
| Fasilitas<br>a. Kesehatan<br>b. Bantuan Hukum                                                                      | a. Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan ( <i>at cost</i> )<br>b. Sesuai dengan kebutuhan dan peraturan yang berlaku ( <i>at cost</i> )                                                                            | Sesuai PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara                                                                                                                                                                                                                                                            |
| a. Health<br>b. Legal Aid                                                                                          | a. In the form of health insurance or reimbursement of medical expenses ( <i>at cost</i> )<br>b. In accordance with the needs and applicable regulations ( <i>at cost</i> )                                                                    | In accordance with PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises                                                                                                                                                                                                                                                      |
| Tantiem                                                                                                            | a. Komisaris Utama: 45% dari Direktur Utama<br>b. Anggota Dewan Komisaris: 90% dari Komisaris Utama<br>a. President Commissioner: 45% of the President Director<br>b. Members of the Board of Commissioners: 90% of the President Commissioner | Tantiem/insentif kinerja, di mana di dalam tantiem tersebut dapat diberikan tambahan berupa Penghargaan Jangka Panjang ( <i>Long Term Incentive/LTI</i> ) sesuai arahan Pemegang Saham.<br>Tantiem/performance incentives, where in the tantiem additional Long Term Incentive (LTI) awards can be given according to the Shareholder's direction. |

## Realisasi Remunerasi Dewan Komisaris Tahun 2024

### Board of Commissioners Remuneration Realization in 2024

| Dewan Komisaris<br>Board of Commissioner |                                                     | Honorium<br>per Bulan<br>Honorarium<br>per Month | Tantiem | Tunjangan<br>Allowance                         |                                                     |                                                               | Fasilitas<br>Facilities  |                               | Total<br>(Rp)         |
|------------------------------------------|-----------------------------------------------------|--------------------------------------------------|---------|------------------------------------------------|-----------------------------------------------------|---------------------------------------------------------------|--------------------------|-------------------------------|-----------------------|
| Nama<br>Name                             | Jabatan<br>Position                                 |                                                  |         | Tunjangan<br>Hari Raya<br>Holiday<br>allowance | Tunjangan<br>Transportasi<br>Transport<br>allowance | Asuransi<br>Purna<br>Jabatan<br>Post-<br>Service<br>insurance | Kesehatan<br>Health care | Bantuan<br>Hukum<br>Legal Aid |                       |
| D. Andhi Nirwanto <sup>*)</sup>          | Komisaris Utama<br>President Commissioner           | ✓                                                | x       | ✓                                              | ✓                                                   | ✓                                                             | ✓                        | ✓                             | 2.893.338.548         |
| Sigit Hardwinarto <sup>**)</sup>         | Komisaris Independen<br>Independent<br>Commissioner | ✓                                                | ✓       | ✓                                              | ✓                                                   | ✓                                                             | ✓                        | ✓                             | 5.113.939.007         |
| Musthofa                                 | Komisaris Independen<br>Independent<br>Commissioner | ✓                                                | ✓       | ✓                                              | ✓                                                   | ✓                                                             | ✓                        | ✓                             | 5.825.927.539         |
| Gustaaf AC Patty                         | Komisaris Independen<br>Independent<br>Commissioner | ✓                                                | ✓       | ✓                                              | ✓                                                   | ✓                                                             | ✓                        | ✓                             | 5.710.604.086         |
| Etha Rimba Paembonan <sup>**)</sup>      | Komisaris Independen<br>Independent<br>Commissioner | ✓                                                | x       | x                                              | ✓                                                   | ✓                                                             | ✓                        | ✓                             | 206.137.970           |
| Sukardi Rinakit                          | Komisaris Independen<br>Independent<br>Commissioner | ✓                                                | ✓       | ✓                                              | ✓                                                   | ✓                                                             | ✓                        | ✓                             | 5.770.797.345         |
| Eka Sastra                               | Komisaris Independen<br>Independent<br>Commissioner | ✓                                                | ✓       | ✓                                              | ✓                                                   | ✓                                                             | ✓                        | ✓                             | 5.709.639.062         |
| <b>Jumlah   Total</b>                    |                                                     |                                                  |         |                                                |                                                     |                                                               |                          |                               | <b>31.230.383.557</b> |

<sup>\*)</sup> D. Andhi Nirwanto menjabat sebagai Komisaris Utama sejak 4 Januari 2024

D. Andhi Nirwanto serves as President Commissioner since 4 January 2024

<sup>\*\*)</sup> Sigit Hardwinarto tidak lagi menjabat sejak 25 November 2024. Posisinya digantikan oleh Etha Rimba Paembonan.

Sigit Hardwinarto is no longer in office since 25 November 2024. His position was replaced by Etha Rimba Paembonan.

✓ = Diberikan | x = Tidak Diberikan

✓ = Given | x = Not Given





## Struktur Remunerasi Direksi

### Remuneration Structure of the Board of Directors

| Komponen<br>Component                                                                                                                                                                                  | Struktur<br>Structure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Keterangan<br>Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Gaji<br><br>Salary                                                                                                                                                                                     | a. Direktur Utama: 100%<br>b. Direktur lainnya: 85% dari Direktur Utama<br>a. President Director: 100%<br>b. Other Directors: 85% of the President Director                                                                                                                                                                                                                                                                                                                                               | Sesuai PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara<br>According to PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises                                                                                                                                                                                                                                                                                                                             |
| Tunjangan<br>a. Tunjangan Hari Raya Keagamaan<br>b. Tunjangan Perumahan<br>c. Asuransi Purna Jabatan Allowances<br>a. Religious Holiday Allowance<br>b. Housing Allowance<br>c. Post-Service Insurance | a. Dibayarkan sebesar 1 (satu) kali gaji<br>b. Premi yang ditanggung oleh Perusahaan sebesar 25% dari gaji dalam 1 (satu) tahun<br>c. Rp22.500.000 per bulan<br>a. Paid in the amount of 1 (one) salary<br>b. Premiums borne by the Company amounting to 25% of salary in 1 (one) year<br>c. Rp22,500,000 per month                                                                                                                                                                                       | Sesuai PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara<br>According to PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises                                                                                                                                                                                                                                                                                                                             |
| Fasilitas<br>a. Fasilitas Kendaraan<br>b. Fasilitas Kesehatan<br>c. Fasilitas Bantuan Hukum<br><br>Facilities<br>a. Vehicle Facilities<br>b. Health Facilities<br>c. Legal Aid Facilities              | a. 1 (satu) unit beserta biaya pemeliharaan dan biaya operasional, dengan memperhatikan kondisi keuangan Perusahaan<br>b. Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan sebesar pemakaian ( <i>at cost</i> )<br>c. Sebesar pemakaian ( <i>at cost</i> )<br>a. 1 (one) unit along with maintenance costs and operational costs, taking into account the Company's financial condition<br>b. In the form of health insurance or reimbursement of medical expenses at cost<br>c. At cost | a. Spesifikasi dan jenis kendaraan dengan batas maksimal 3.000 cc untuk kendaraan berbahan bakar minyak atau batas maksimal 100 kWh untuk kendaraan bermotor listrik berbasis baterai ( <i>battery electric vehicle</i> )<br>b. Sesuai PER-3/MBU/03/2023<br>a. Specifications and types of vehicles with a maximum limit of 3,000 cc for fuel-powered vehicles or a maximum limit of 100 kWh for battery-based electric motor vehicles ( <i>battery electric vehicles</i> )<br>b. In accordance with PER-3/MBU/03/2023 |
| Tantiem                                                                                                                                                                                                | a. Direktur Utama: 100%<br>b. Direktur lainnya: 85% dari Direktur Utama<br>a. President Director: 100%<br>b. Other directors: 85% of the President Director                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

## Realisasi Remunerasi Direksi Tahun 2024

### The Board of Directors Remuneration Realisation in 2024

| Direksi<br>Board of Directors |                                                                                                                                                          | Honorium per Bulan<br>Honorary per Month | Tantiem | Tunjangan Allowance                   |                                            |                                               | Fasilitas Facilities  |                         | Total (Rp)     |
|-------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|---------|---------------------------------------|--------------------------------------------|-----------------------------------------------|-----------------------|-------------------------|----------------|
| Nama Name                     | Jabatan Position                                                                                                                                         |                                          |         | Tunjangan Hari Raya Holiday allowance | Tunjangan Transportasi Transport allowance | Asuransi Purna Jabatan Post-Service insurance | Kesehatan Health care | Bantuan Hukum Legal Aid |                |
| Budi Wahyu Soesilo            | Direktur Utama<br>President Director                                                                                                                     | ✓                                        | ✓       | ✓                                     | ✓                                          | ✓                                             | ✓                     | ✓                       | 9.641.064.663  |
| F. Purwanto                   | Direktur Operasi<br>Director of Operations                                                                                                               | ✓                                        | ✓       | ✓                                     | ✓                                          | ✓                                             | ✓                     | ✓                       | 6.503.898.154  |
| Hanggara Patrianta            | Direktur Pengembangan<br>Director of Development                                                                                                         | ✓                                        | ✓       | ✓                                     | ✓                                          | ✓                                             | ✓                     | ✓                       | 12.044.615.573 |
| Qomaruzzaman                  | Direktur Keuangan & Umum merangkap Plt. Direktur Manajemen Risiko<br>Director of Finance & General Affairs concurrent Acting Director of Risk Management | ✓                                        | ✓       | ✓                                     | ✓                                          | ✓                                             | ✓                     | ✓                       | 11.973.333.000 |
| Jumlah   Total                |                                                                                                                                                          |                                          |         |                                       |                                            |                                               |                       |                         | 40.162.911.390 |

✓ = Diberikan | x = Tidak Diberikan  
 ✓ = Given | x = Not Given

### **KEBIJAKAN PEMBERIAN KOMPENSASI JANGKA PANJANG BERBASIS KINERJA**

Hingga akhir tahun 2024 Pupuk Kaltim tidak memiliki kebijakan terkait kompensasi jangka panjang berbasis kinerja. Perusahaan juga tidak melaksanakan Program Opsi Kepemilikan Saham baik oleh Manajemen atau *Management Stock Option Program* (MSOP) maupun oleh Karyawan atau *Employee Stock Option Program* (ESOP) untuk pemberian kompensasi jangka panjang berbasis kinerja, karena Pupuk Kaltim tidak melaksanakan Penawaran Umum Perdana Saham atau *Initial Public Offering* (IPO).

### **INFORMASI TENTANG KEBIJAKAN KEPEMILIKAN SAHAM DEWAN KOMISARIS DAN DIREKSI**

Sebagai wujud penerapan GCG, Pupuk Kaltim memiliki kebijakan pelaporan kepemilikan saham oleh Dewan Komisaris dan Direksi yang mengacu pada Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN. Peraturan itu menegaskan bahwa Dewan Komisaris wajib melaporkan kepada BUMN mengenai kepemilikan sahamnya dan/atau keluarganya pada Perusahaan dan entitas usaha lain, termasuk setiap perubahannya. Kebijakan yang sama berlaku bagi Direksi dan/atau keluarganya. Hal ini dilakukan dalam rangka memitigasi risiko benturan kepentingan yang dapat terjadi jika terdapat Dewan Komisaris dan/atau Direksi memiliki saham pada entitas usaha yang memiliki hubungan usaha atau hubungan afiliasi dengan Perusahaan.

Hingga 31 Desember 2024 Pupuk Kaltim tidak pernah melaksanakan Penawaran Umum Perdana Saham atau *Initial Public Offering* (IPO), dan tidak melaksanakan program opsi kepemilikan saham baik oleh manajemen atau *Management Stock Option Program* (MSOP) maupun oleh karyawan atau *Employee Stock Option Program* (ESOP). Tidak terdapat orang-perseorangan yang memiliki saham Perusahaan. Demikian pula untuk entitas induk, PT Pupuk Indonesia (Persero) yang seluruh sahamnya dimiliki oleh Pemerintah Republik Indonesia. Dengan demikian, tidak terdapat Dewan Komisaris dan Direksi yang memiliki saham Perusahaan baik langsung maupun tidak langsung melalui entitas induk, PT Pupuk Indonesia (Persero).

### **PERFORMANCE-BASED LONG-TERM COMPENSATION POLICY**

As of the end of 2024, Pupuk Kaltim does not have a policy related to long-term performance-based compensation. The Company also does not implement a Stock Ownership Option Program either for the Management, through *Management Stock Option Program* (MSOP), or for Employees, through *Employee Stock Option Program* (ESOP) for the provision of long-term performance-based compensation. This is due to the fact that Pupuk Kaltim never conducted Initial Public Offering (IPO).

### **INFORMATION ON THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS' SHARE OWNERSHIP POLICY**

As part of its GCG implementation, Pupuk Kaltim has established a policy on the reporting of share ownership by the Board of Commissioners and the Board of Directors, in accordance with Minister of SOEs Regulation No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of SOEs. The regulation stipulates that the Board of Commissioners is required to report to the SOE regarding their share ownership and/or that of their family in the Company and other business entities, including any changes thereto. The same policy applies to the Board of Directors and/or their families. This is done in order to mitigate the risk of conflict of interest that may occur if there are members of the Board of Commissioners and/or Directors who own shares in business entities that have business relationships or affiliated relationships with the Company.

As of December 31, 2024, Pupuk Kaltim has never carried out an Initial Public Offering (IPO), and has not implemented a share ownership option program either by management or the *Management Stock Option Program* (MSOP) or by employees or the *Employee Stock Option Program* (ESOP). There are no individuals who own shares in the Company. Likewise for the parent entity, PT Pupuk Indonesia (Persero) whose shares are entirely owned by the Government of the Republic of Indonesia. Thus, there are no Board of Commissioners and Directors who own shares of the Company either directly or indirectly through the parent entity, PT Pupuk Indonesia (Persero).





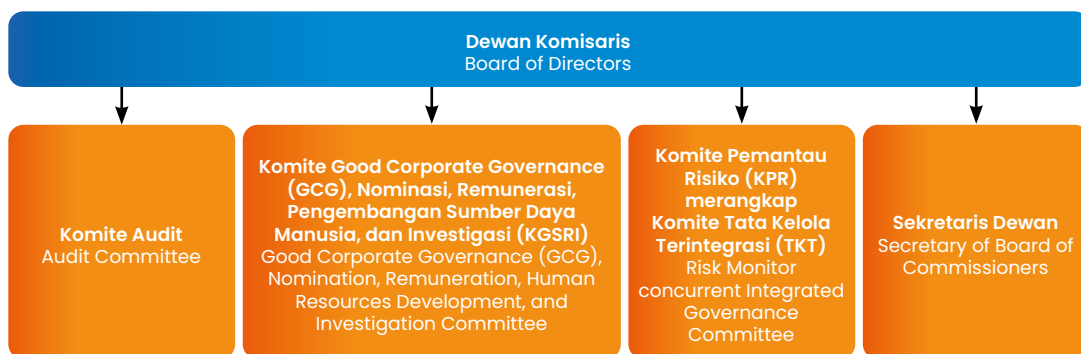


## Organ Pendukung Dewan Komisaris

### Board of Commissioners' Supporting Organs

Dewan Komisaris memiliki Organ Pendukung Dewan Komisaris dalam menjalankan fungsi pengawasan. Organ Pendukung Dewan Komisaris terdiri dari Sekretaris Dewan Komisaris dan beberapa Komite Dewan Komisaris. Dalam rangka meningkatkan penerapan pengawasan tata kelola Perusahaan yang baik secara efektif dan berkelanjutan terdapat perubahan Komite Dewan Komisaris yang tertuang dalam KEP-21/KOM-PKT/2024 tanggal 1 November 2024. Semula Komite GCG-Manajemen Risiko, Nominasi, Remunerasi, Pengembangan Sumber Daya Manusia dan Investasi mengalami perubahan nomenklatur menjadi Komite *Good Corporate Governance* (GCG), Nominasi, Remunerasi, Pengembangan Sumber Daya Manusia, dan Investasi (KGSRI) dan Komite Pemantau Risiko (KPR) yang merangkap Komite Tata Kelola Terintegrasi (KTKT). Sedangkan Komite Audit tidak mengalami perubahan.

The Board of Commissioners is supported by the Board of Commissioners' Supporting Organs in carrying out its supervisory functions. These Supporting Organs comprise the Secretary to the Board of Commissioners and several Board Committees. To enhance the effective and sustainable implementation of corporate governance oversight, changes have been made to the Board Committees, as stipulated in Decision Letter No. KEP-21/KOM-PKT/2024 dated November 1, 2024. The former Good Corporate Governance (GCG), Risk Management, Nomination, Remuneration, Human Resource Development, and Investment Committee has undergone a nomenclature change and is now structured as the Good Corporate Governance (GCG), Nomination, Remuneration, Human Resource Development, and Investment Committee (KGSRI) and the Risk Monitoring Committee (KPR), which also serves as the Integrated Governance Committee (KTKT). Meanwhile, the Audit Committee remains unchanged.



Pembentukan Organ Pendukung Dewan Komisaris Pupuk Kaltim berdasarkan Surat Edaran PT Pupuk Indonesia (Persero) No. SE-11/A/KU/E10/SE/2021 pada 29 Oktober 2021 tentang Pedoman Organ Pendukung Dewan Komisaris/ Dewan Pengawas Badan Usaha Milik Negara.

The establishment of the Board of Commissioners' Supporting Organs at Pupuk Kaltim is based on PT Pupuk Indonesia (Persero) Circular Letter No. SE-11/A/KU/E10/SE/2021, dated October 29, 2021, regarding the Guidelines for Supporting Organs of the Board of Commissioners/ Supervisory Board of State-Owned Enterprises.

Tugas dan fungsi Organ Pendukung Dewan Komisaris telah tertuang pada Keputusan Dewan Komisaris No. KEP-28/KOM-PKT/2024 tanggal 25 November 2024 tentang Pembagian Tugas Dewan Komisaris. Keputusan tersebut berisi pembagian tugas, yaitu anggota Dewan Komisaris akan merangkap sebagai Ketua Komite yang dibantu oleh profesional dari luar Perusahaan sebagai anggota.

The duties and functions of the Board of Commissioners' Supporting Organs are outlined in the Board of Commissioners' Decision No. KEP-28/KOM-PKT/2024, dated November 25, 2024, concerning the Division of Duties within the Board of Commissioners. This decision stipulates the allocation of responsibilities, whereby each member of the Board of Commissioners will concurrently serve as the Chair of a Committee, supported by external professionals as committee members.

## Komite Audit

### Audit Committee

Dewan Komisaris membentuk Komite Audit dengan tujuan untuk membantu Dewan Komisaris dalam melaksanakan tugas dan fungsi pengawasan Perusahaan yang mencakup sistem pengendalian internal, kecukupan pelaporan dan pengungkapan laporan keuangan serta memantau perencanaan dan pelaksanaan program investasi dan tugas lainnya seperti yang tercantum dalam Piagam Komite Audit, dengan memastikan efektivitas sistem pengendalian internal dan pemenuhan prinsip *Good Corporate Governance* (GCG) dalam menjalankan tugasnya.

#### KRITERIA ANGGOTA KOMITE AUDIT

Anggota Komite Audit harus memiliki kualifikasi sebagai berikut:

1. Memiliki integritas yang baik dan pengetahuan serta pengalaman kerja yang cukup di bidang pengawasan/pemeriksaan;
2. Tidak memiliki kepentingan atau keterkaitan pribadi yang dapat menimbulkan dampak negatif dan benturan kepentingan terhadap Perusahaan;
3. Mampu berkomunikasi secara efektif;
4. Wajib menyediakan waktu yang cukup untuk menyelesaikan tugasnya;
5. Anggota Komite Audit memiliki latar belakang pendidikan atau memiliki keahlian di bidang akuntansi atau keuangan dan harus memahami industri atau bisnis Perusahaan;
6. Memiliki pengetahuan yang memadai tentang peraturan perundangan yang terkait dengan kegiatan Perusahaan;
7. Bukan merupakan rekan Kantor Akuntan Publik (KAP), kantor konsultan hukum atau pihak lain yang memberikan jasa audit dan non audit atau jasa konsultasi lain kepada Perusahaan untuk periode 1 (satu) tahun sebelum diangkat menjadi Komite Audit Perusahaan;
8. Bukan merupakan karyawan kunci perusahaan 1 (satu) tingkat di bawah Direksi dalam 1 (satu) tahun terakhir sebelum diangkat oleh Dewan Komisaris;
9. Tidak mempunyai hubungan afiliasi dengan Pupuk Kaltim, Dewan Komisaris, Direksi, dan Pemegang Saham Utama;
10. Tidak memiliki hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perusahaan.

The Board of Commissioners forms an Audit Committee with the aim of assisting the Board of Commissioners in carrying out the Company's supervisory duties and functions which include the internal control system, adequacy of reporting and disclosure of financial statements and monitoring the planning and implementation of investment programs and other duties as stated in the Audit Committee Charter, by ensuring the effectiveness of the internal control system and the fulfillment of the principles of Good Corporate Governance (GCG) in carrying out its duties.

#### CRITERIA FOR AUDIT COMMITTEE MEMBERS

Audit Committee members must have the following qualifications:

1. Have good integrity and sufficient knowledge and work experience in the field of supervision/audit;
2. Have no personal interests or relationships that can have a negative impact and conflict of interest on the Company;
3. Be able to communicate effectively;
4. Must provide sufficient time to complete their duties;
5. Audit Committee members have an educational background or have expertise in the field of accounting or finance and must understand the Company industry or business;
6. Have adequate knowledge of laws and regulations related to the Company's activities;
7. Not a partner of a Public Accounting Firm (KAP), legal consultant firm or other party that provides audit and non-audit services or other consulting services to the Company for a period of 1 (one) year before being appointed as the Company Audit Committee;
8. Not a key employee of the company 1 (one) level below the Board of Directors in the last 1 (one) year before being appointed by the Board of Commissioners;
9. Does not have an affiliated relationship with Pupuk Kaltim, the Board of Commissioners, the Board of Directors, and Major Shareholders;
10. Does not have a direct or indirect business relationship related to the Company's business activities.





## PENGANGKATAN DAN PEMBERHENTIAN SERTA KETENTUAN MASA JABATAN KOMITE AUDIT

Komite Audit diangkat dan diberhentikan oleh Dewan Komisaris serta dilaporkan pada RUPS. Pemberhentian anggota Komite Audit dapat dilakukan apabila masa jabatannya telah berakhir dan diberhentikan berdasarkan keputusan Dewan Komisaris apabila tidak memenuhi kinerja yang telah ditetapkan dan/atau tidak kompeten dalam melaksanakan tugasnya.

Masa jabatan anggota Komite Audit yang bukan anggota Dewan Komisaris paling lama 3 (tiga) tahun dan dapat diperpanjang 1 (satu) kali selama 2 (dua) tahun masa jabatan.

## SUSUNAN DAN PROFIL ANGGOTA KOMITE AUDIT

Sepanjang tahun 2024, terdapat perubahan susunan Komite Audit, sebagai berikut:

## APPOINTMENT AND DISMISSAL AND TERMS OF OFFICE OF THE AUDIT COMMITTEE

The Audit Committee is appointed and dismissed by the Board of Commissioners and reported to the GMS. Dismissal of members of the Audit Committee can be carried out if their term of office has ended and dismissed based on the decision of the Board of Commissioners if they do not meet the performance that has been set and/or are not competent in carrying out their duties.

The term of office of members of the Audit Committee who are not members of the Board of Commissioners is a maximum of 3 (three) years and can be extended 1 (one) time for a 2 (two) year term of office.

## COMPOSITION AND PROFILE OF AUDIT COMMITTEE MEMBERS

In 2024, there was a change in the composition of the Audit Committee as follows:

| Periode 1 Januari s.d 28 Januari 2024<br>Period January 1 to January 28, 2024 |                                                                            | Periode 29 Januari s.d 31 Juli 2024<br>Period January 29 to July 31, 2024 |                                                                            | Periode 1 Agustus 2024 s.d 18 Oktober 2024<br>Period August 1, 2024 to October 18, 2024 |                                                                            | Periode 18 Oktober 2024 s.d 1 November 2024<br>Period October 18 to November 1, 2024 |                                                                        | Periode 1 November 2024 s.d sekarang<br>Period November 1, 2024 to Present |                                                                        |
|-------------------------------------------------------------------------------|----------------------------------------------------------------------------|---------------------------------------------------------------------------|----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|----------------------------------------------------------------------------|--------------------------------------------------------------------------------------|------------------------------------------------------------------------|----------------------------------------------------------------------------|------------------------------------------------------------------------|
| Nama<br>Name                                                                  | Jabatan<br>Position                                                        | Nama<br>Name                                                              | Jabatan<br>Position                                                        | Nama<br>Name                                                                            | Jabatan<br>Position                                                        | Nama<br>Name                                                                         | Jabatan<br>Position                                                    | Nama<br>Name                                                               | Jabatan<br>Position                                                    |
| Wahyu Tantular Tunggul Kuncahyo <sup>*)</sup>                                 | Anggota<br>Member                                                          |                                                                           |                                                                            |                                                                                         |                                                                            |                                                                                      |                                                                        |                                                                            |                                                                        |
| Jemitra <sup>**)</sup>                                                        | Anggota<br>Member                                                          | Jemitra <sup>**)</sup>                                                    | Anggota<br>Member                                                          |                                                                                         |                                                                            |                                                                                      |                                                                        |                                                                            |                                                                        |
|                                                                               |                                                                            | Patria Sugeng K. <sup>***)</sup>                                          | Anggota<br>Member                                                          | Patria Sugeng K. <sup>***)</sup>                                                        | Anggota<br>Member                                                          | Patria Sugeng K. <sup>***)</sup>                                                     | Anggota<br>Member                                                      | Patria Sugeng K. <sup>***)</sup>                                           | Anggota<br>Member                                                      |
| Eka Sastra                                                                    | Ketua/<br>Komisaris<br>Independen<br>Chair/<br>Independent<br>Commissioner | Eka Sastra                                                                | Ketua/<br>Komisaris<br>Independen<br>Chair/<br>Independent<br>Commissioner | Eka Sastra                                                                              | Ketua/<br>Komisaris<br>Independen<br>Chair/<br>Independent<br>Commissioner | Eka Sastra <sup>****)</sup>                                                          | Ketua/Komisaris<br>Independen<br>Chair/<br>Independent<br>Commissioner | Eka Sastra <sup>****)</sup>                                                | Ketua/Komisaris<br>Independen<br>Chair/<br>Independent<br>Commissioner |
|                                                                               |                                                                            |                                                                           |                                                                            |                                                                                         |                                                                            |                                                                                      |                                                                        | Wahyu Supriyanto <sup>*****)</sup>                                         | Anggota<br>Member                                                      |

### Keterangan

<sup>\*)</sup> Wahyu Tantular Tunggul Kuncahyo diangkat sebagai anggota Komite audit berdasarkan Surat Keputusan Dewan Komisaris No. KEP-01/KOM-PKT/2022 tanggal 30 Desember 2021 dengan masa jabatan sejak 28 Januari 2022 dan berakhir pada 28 Januari 2024.

<sup>\*\*)</sup> Jemitra diangkat kembali sebagai anggota Komite audit berdasarkan Surat Keputusan Dewan Komisaris No. KEP-04/KOM-PKT/2022 tanggal 29 Juli 2022 dengan masa jabatan sejak 1 Agustus 2022 dan berakhir pada 31 Juli 2024.

<sup>\*\*\*)</sup> Patria Sugeng K. diangkat sebagai anggota Komite audit berdasarkan Surat Keputusan Dewan Komisaris No. KEP-04/KOM-PKT/2024 tanggal 26 Januari 2024 dengan masa jabatan sejak 29 Januari 2024 dan berakhir pada 28 Januari 2026.

<sup>\*\*\*\*)</sup> Eka Sastra diangkat sebagai anggota Ketua Komite Audit berdasarkan Surat Keputusan Dewan Komisaris No. KEP-20/KOM-PKT/2024 tanggal 18 Oktober 2024 tentang Pembagian Tugas Dewan Komisaris PT Pupuk Kalimantan Timur. Masa jabatan Komite Audit berlaku sejak 18 Oktober 2024 sampai dengan berakhirnya masa jabatan sebagai Dewan Komisaris.

<sup>\*\*\*\*\*)</sup> Wahyu Supriyanto diangkat sebagai anggota Komite audit berdasarkan Surat Keputusan Dewan Komisaris No. KEP-24/KOM-PKT/2024 tanggal 1 November 2024 dengan masa jabatan sejak 1 November 2024 dan berakhir pada 31 Oktober 2026.

### Description

<sup>\*)</sup> Wahyu Tantular Tunggul Kuncahyo was appointed as a member of the audit Committee based on the Decree of the Board of Commissioners No. KEP-01/KOM-PKT/2022 dated December 30, 2021 with a term of office starting from January 28, 2022 and ending on January 28, 2024.

<sup>\*\*)</sup> Jemitra was reappointed as a member of the audit Committee based on the Decree of the Board of Commissioners No. KEP-04/KOM-PKT/2022 dated July 29, 2022 with the term of office starting from August 1, 2022 and ending on July 31, 2024.

<sup>\*\*\*)</sup> Patria Sugeng K. was appointed as a member of the audit Committee based on the Decree of the Board of Commissioners No. KEP-04/KOM-PKT/2024 dated January 26, 2024 with the term of office starting from January 29, 2024 and ending on January 28, 2026.

<sup>\*\*\*\*)</sup> Eka Sastra was appointed as a member of the Audit Committee based on the Decree of the Board of Commissioners No. KEP-20/KOM-PKT/2024 dated October 18, 2024 concerning the Division of Duties of the Board of Commissioners of PT Pupuk Kalimantan Timur. The term of office of the Audit Committee is effective from October 18, 2024 until the expiration of the term of office of the Board of Commissioners.

<sup>\*\*\*\*\*)</sup> Wahyu Supriyanto was appointed as a member of the Audit Committee based on the Decree of the Board of Commissioners No. KEP-24/KOM-PKT/2024 dated November 1, 2024 with a term of office starting from November 1, 2024 and ending on October 31, 2026.

## Susunan Komite Audit per 31 Desember 2024

Audit Committee Composition as of December 31, 2024

| Nama<br>Name                                        | Jabatan<br>Position                                                   | Dasar Pengangkatan<br>Basis of Appointment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Masa Jabatan dan<br>Periode Jabatan<br>Term of Office and Period<br>of Office                         |
|-----------------------------------------------------|-----------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|
| Eka Sastra                                          | Ketua/Komisaris<br>Independen<br>Chairman/Independent<br>Commissioner | Surat Keputusan Dewan Komisaris No. KEP-07/KOM-PKT/2020 tanggal 8 September 2020 dan KEP-20/KOM-PKT/2024 tanggal 18 Oktober 2024 perihal Pembagian Tugas Dewan Komisaris PT Pupuk Kalimantan Timur. Masa jabatan Komite Audit berlaku sejak 8 September 2020 sampai dengan berakhirnya masa jabatan sebagai Dewan Komisaris.<br>Board of Commissioners Decree No. KEP-07/KOM-PKT/2020 dated 8 September 2020 and KEP-20/KOM-PKT/2024 dated 18 October 2024 regarding the Division of Duties of the Board of Commissioners of PT Pupuk Kalimantan Timur. The term of office of the Audit Committee is valid from September 8, 2020 until the end of the term of office of the Board of Commissioners. |                                                                                                       |
| Wahyu Tantular<br>Tunggul<br>Kuncahyo <sup>*)</sup> | Anggota/Pihak<br>Independen<br>Members/Independent<br>Parties         | <ul style="list-style-type: none"> <li>Surat Keputusan Dewan Komisaris No. KEP-03/KOM-PKT/2019</li> <li>Surat Keputusan Dewan Komisaris No. KEP-01/KOM-PKT/2022 tanggal 30 Desember 2021</li> <li>Decree of the Board of Commissioners No. KEP-03/KOM-PKT/2019</li> <li>Decree of the Board of Commissioners No. KEP-01/KOM-PKT/2022 dated December 30, 2021</li> </ul>                                                                                                                                                                                                                                                                                                                              | 28 Januari 2022–28 Januari 2024<br>Periode Kedua<br>January 28, 2022–January 28, 2024<br>Second Term  |
| Jemitra <sup>**)</sup>                              | Anggota/Pihak<br>Independen<br>Members/Independent<br>Parties         | <ul style="list-style-type: none"> <li>Surat Keputusan Dewan Komisaris No. KEP-19/KOM-PKT/2019 tanggal 19 Juli 2019</li> <li>Surat Keputusan Dewan Komisaris No. KEP-04/KOM-PKT/2022 tanggal 29 Juli 2022</li> <li>Decree of the Board of Commissioners No. KEP-19/KOM-PKT/2019 dated July 19, 2019</li> <li>Decree of the Board of Commissioners No. KEP-04/KOM-PKT/2022 dated July 29, 2022</li> </ul>                                                                                                                                                                                                                                                                                             | 1 Agustus 2022–31 Juli 2024<br>Periode Kedua<br>August 1, 2022–July 31, 2024<br>Second Term           |
| Patria Sugeng K                                     | Anggota/Pihak<br>Independen<br>Members/Independent<br>Parties         | Surat Keputusan Dewan Komisaris No. KEP-04/KOM-PKT/2024 tanggal 26 Januari 2024<br>Decree of the Board of Commissioners No. KEP-04/KOM-PKT/2024 dated January 26, 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 29 Januari 2024–28 Januari 2026<br>Periode Pertama<br>January 29, 2024–January 28, 2026<br>First Term |
| Wahyu<br>Supriyanto                                 | Anggota/Pihak<br>Independen<br>Members/Independent<br>Parties         | Surat Keputusan Dewan Komisaris No. KEP-24/KOM-PKT/2024 tanggal 1 November 2024<br>Decree of the Board of Commissioners No. KEP-24/KOM-PKT/2024 dated November 1, 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 1 November 2024–31 Oktober 2026<br>Periode Pertama<br>November 1, 2024–October 31, 2026<br>First Term |

<sup>\*)</sup> Masa jabatan berakhir pada 28 Januari 2024  
The term of office ends on January 28, 2024

<sup>\*\*)</sup> Masa jabatan berakhir pada 31 Juli 2024  
The term of office ends on July 31, 2024

### Eka Sastra

Ketua/Komisaris Independen

Profil Ketua Komite Audit, Eka Sastra, dapat dilihat pada bagian Profil Dewan Komisaris dalam bab Profil Perusahaan.

### Eka Sastra

Chairman/Independent Commissioner

The profile of the Chairman of the Audit Committee, Eka Sastra, can be seen in the Board of Commissioners Profile section in the Company Profile chapter.





## Patria Sugeng K.

**Anggota Komite Audit/Pihak Independen**  
Audit Committee Member/Independent Party

**Periode Jabatan: 29 Januari 2024–28 Januari 2026, Periode Pertama**  
Term of Office: January 29, 2024–January 28, 2026, First Period

**Kewarganegaraan | Citizenship**  
Indonesia

**Usia | Age**  
**60 tahun**  
60 years old

**Kelahiran | Born**  
**Surabaya, 6 April 1964**  
Surabaya, 6 April 1964

**Domisili | Domicile**  
**Jakarta Barat, DKI Jakarta, Indonesia**  
West Jakarta, DKI Jakarta, Indonesia

### Periode Penunjukan

Diangkat sebagai Komite Audit untuk periode pertama, berdasarkan Surat Keputusan Dewan Komisaris No. KEP-04/KOM-PKT/2024 tanggal 28 Januari 2024 dengan masa jabatan dari 29 Januari 2024 sampai dengan 28 Januari 2026.

### Riwayat Pendidikan

- Magister (S2) Teknik Kimia, Institut Teknologi Bandung (1995)
- Sarjana (S1) Teknik Kimia, Institut Teknologi Sepuluh Nopember (1987)

### Sertifikasi Profesi yang Dimiliki

- Sertifikasi Qualified Risk Governance Professional (QRGP), LSP MKS (2024)
- Sertifikasi Certified Chief Compliance Officer (CCCO), LSP MKS (2024)

### Pengalaman Kerja

- General Manager Teknologi PT Pupuk Sriwidjaja (2015–2016)
- General Manager Teknologi Manufaktur PT Pupuk Indonesia (Persero) (2016–2020)

### Rangkap Jabatan

Tidak memiliki rangkap jabatan.

### Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan Dewan Komisaris, Direksi, dan Pemegang Saham Utama.

### Period and History of Appointment

Appointed as Audit Committee for the first period, based on the Decree of the Board of Commissioners No. KEP-04/KOM-PKT/2024 dated January 28, 2024 with a term of office from January 29, 2024 to January 28, 2026.

### Educational Background

- Master of Chemical Engineering, Bandung Institute of Technology (1995)
- Bachelor of Chemical Engineering, Sepuluh Nopember Institute of Technology (1987)

### Professional Certification

- Qualified Risk Governance Professional (QRGP) Certification, LSP MKS (2024)
- Certified Chief Compliance Officer (CCCO) Certification, LSP MKS (2024)

### Work Experience

- General Manager of Technology PT Pupuk Sriwidjaja (2015–2016)
- General Manager of Manufacturing Technology PT Pupuk Indonesia (Persero) (2016–2020)

### Concurrent Position

Do not have concurrent positions.

### Affiliation

Has no affiliated relationship with the Board of Commissioners, Directors, and Major Shareholders.



## Wahyu Supriyanto

**Anggota Komite Audit**  
Audit Committee Member

**Periode Jabatan: 1 November 2024–31 Oktober 2026, Periode Pertama**  
Term of Office: November 1, 2024–October 31, 2026, First Period

**Kewarganegaraan | Citizenship**  
Indonesia

**Usia | Age**  
**62 tahun**  
62 years old

**Kelahiran | Born**  
**Wonosobo, 25 Agustus 1962**  
Wonosobo, August 25, 1962

**Domisili | Domicile**  
**DI Yogyakarta, Indonesia**  
DI Yogyakarta, Indonesia

### Periode Penunjukan

Surat Keputusan Dewan Komisaris No. KEP-24/KOM-PKT/2024 tanggal 1 November 2024 dengan masa jabatan 1 November 2024 s.d 31 Oktober 2026 (Periode Pertama)

### Riwayat Pendidikan

### Period and History of Appointment

Decree of the Board of Commissioners No. KEP-24/KOM-PKT/2024 dated November 1, 2024 with a term of office from November 1, 2024 to October 31, 2026 (First Period)

### Educational Background



Sarjana (SI) Ilmu Komunikasi, Fakultas Ilmu Sosial & Politik, Universitas Sebelas Maret (1987)

#### Sertifikasi Profesi yang Dimiliki

Sertifikasi Qualified Risk Governance Professional (QRGP), LSP MKS (2024)

#### Pengalaman Kerja

- Advisor CSR Pupuk Indonesia Holding Company Group (2018)
- Staf Utama II Direktur SDM & TKK PT Pupuk Indonesia (Persero) (2016)
- VP PKBL PT Pupuk Indonesia (Persero) (2016)

#### Rangkap Jabatan

Tidak memiliki rangkap jabatan.

#### Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan Dewan Komisaris, Direksi, dan Pemegang Saham Utama.

Bachelor of Communication Science, Faculty of Social & Political Sciences, Sebelas Maret University (1987)

#### Professional Certification

Qualified Risk Governance Professional (QRGP) Certification, LSP MKS (2024)

#### Work Experience

- CSR Advisor Pupuk Indonesia Holding Company Group (2018)
- Main Staff II Director of HR & TKK PT Pupuk Indonesia (Persero) (2016)
- VP PKBL PT Pupuk Indonesia (Persero) (2016)

#### Concurrent Position

Do not have concurrent positions.

#### Affiliation

Has no affiliated relationship with the Board of Commissioners, Directors, and Major Shareholders.

## INDEPENDENSI ANGGOTA KOMITE AUDIT

Berdasarkan peraturan terkait implementasi GCG, ketua dan anggota Komite Audit Pupuk Kaltim bersifat independen. Berdasarkan hasil pembahasan atas kriteria independensi, maka semua anggota Komite Audit telah memenuhi kriteria independen sebagai berikut:

### Independensi Anggota Komite Audit

Independence of Audit Committee Members

| Aspek Independensi<br>Independence Aspect                                                                                                                                                                                | Eka Sastra | Jemitra | Patria Sugeng K | Wahyu Supriyanto |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|---------|-----------------|------------------|
| Memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi.<br>Have financial relationships with the Board of Commissioners and Directors.                                                                            | x          | x       | x               | x                |
| Memiliki hubungan kepengurusan di Pupuk Kaltim, Anak Perusahaan maupun Perusahaan afiliasi.<br>Having management relations in Pupuk Kaltim, Subsidiaries and Affiliated Companies.                                       | x          | x       | x               | x                |
| Memiliki hubungan kepemilikan saham di Pupuk Kaltim.<br>Has a share ownership relationship in Pupuk Kaltim.                                                                                                              | x          | x       | x               | x                |
| Memiliki hubungan keluarga dengan Dewan Komisaris, Direksi dan/atau sesama anggota Komite Audit.<br>Having family relationships with the Board of Commissioners, Directors and/or fellow members of the Audit Committee. | x          | x       | x               | x                |
| Menjabat sebagai pengurus partai politik dan pejabat Pemerintah Daerah.<br>Served as a political party administrator and regional government official.                                                                   | x          | x       | x               | x                |

√ = ya | yes  
x = tidak | no

Seluruh anggota Komite Audit tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan Dewan Komisaris dan Direksi, yang dapat mempengaruhi kemampuannya bertindak secara independen.

## PEDOMAN KOMITE AUDIT

Komite Audit Pupuk Kaltim mengacu pada Pedoman Kerja berdasarkan Surat Keputusan Dewan Komisaris No. KEP-09/KOM-PKT/2021 tanggal 29 Juni 2021 tentang

## INDEPENDENCE OF AUDIT COMMITTEE MEMBERS

Based on the regulations related to GCG implementation, the chairman and members of the Pupuk Kaltim Audit Committee are independent. Based on the results of the discussion on the independence criteria, all members of the Audit Committee have met the independence criteria as follows:

All members of the Audit Committee do not have any financial, management, share ownership and/or family relationships with the Board of Commissioners and Board of Directors, which may affect their ability to act independently.

## AUDIT COMMITTEE GUIDELINES

The Pupuk Kaltim Audit Committee refers to the Work Guidelines based on the Decree of the Board of Commissioners No. KEP-09/KOM-PKT/2021 dated June





Piagam Komite Audit. Dokumen tersebut merupakan pemutakhiran dokumen sebelumnya KEP-10/KOM-PKT/2019 tanggal 11 April 2019 yang disusun berdasarkan peraturan perundang-undangan yang berlaku.

Piagam Komite Audit mencakup keanggotaan, persyaratan keanggotaan termasuk persyaratan kompetensi dan independensi, wewenang dan tanggung jawab, tugas dan fungsi, rencana kerja dan anggaran, rapat-rapat, pelaporan, masa jabatan, penghasilan anggota, serta evaluasi kinerja.

## TUGAS DAN TANGGUNG JAWAB KOMITE AUDIT

Tugas dan tanggung jawab Komite Audit sesuai Piagam Komite Audit, antara lain:

1. Membantu Dewan Komisaris untuk memastikan efektivitas sistem pengendalian internal dan efektivitas pelaksanaan tugas auditor internal dan eksternal;
2. Menilai pelaksanaan kegiatan serta hasil audit yang dilakukan SAI maupun auditor eksternal;
3. Memberikan rekomendasi mengenai penyempurnaan sistem pengendalian manajemen serta pelaksanaannya;
4. Memastikan telah terdapat prosedur evaluasi yang memuaskan terhadap segala informasi yang dikeluarkan Perusahaan;
5. Melaksanakan identifikasi hal yang memerlukan perhatian Dewan Komisaris serta tugas Dewan Komisaris lainnya;
6. Melaksanakan tugas lain yang diberikan oleh Dewan Komisaris sepanjang terkait dengan fungsi Dewan Komisaris.

## KEWENANGAN KOMITE AUDIT

Komite Audit memiliki wewenang yang tercantum dalam Piagam Komite Audit, dengan rincian sebagai berikut:

1. Dalam melaksanakan tugasnya, Komite Audit mempunyai akses penuh terhadap catatan atau informasi tentang karyawan, dana, aset dan sumber daya perusahaan lain yang berkaitan dengan pelaksanaan tugas;
2. Dalam melaksanakan wewenangnya Komite Audit diberikan surat tugas dari Dewan Komisaris dan wajib bekerja sama dengan pihak yang melaksanakan fungsi internal audit;
3. Komite Audit bersifat mandiri baik dalam pelaksanaan tugasnya maupun dalam pelaporan dan bertanggung jawab langsung kepada Dewan Komisaris. Komite Audit bertanggung jawab untuk melakukan pengawasan terhadap proses pelaporan keuangan Perusahaan, melakukan pengawasan dan mengevaluasi proses pelaksanaan audit oleh auditor internal dan eksternal.

29, 2021 concerning the Audit Committee Charter. This document is an update of the previous document KEP-10/KOM-PKT/2019 dated April 11, 2019 which was prepared based on applicable laws and regulations.

The Audit Committee Charter includes membership, membership requirements including competency and independence requirements, authority and responsibilities, duties and functions, work plans and budgets, meetings, reporting, term of office, member income, and performance evaluations.

## DUTIES AND RESPONSIBILITIES OF THE AUDIT COMMITTEE

The duties and responsibilities of the Audit Committee according to the Audit Committee Charter include:

1. Assisting the Board of Commissioners to ensure the effectiveness of the internal control system and the effectiveness of the implementation of the duties of internal and external auditors;
2. Assess the implementation of activities and audit results conducted by SAI and external auditors;
3. Provide recommendations regarding the improvement of the management control system and its implementation;
4. Ensure that there is a satisfactory evaluation procedure for all information issued by the Company;
5. Carry out identification of matters requiring the attention of the Board of Commissioners and other duties of the Board of Commissioners;
6. Carry out other duties assigned by the Board of Commissioners as long as they are related to the functions of the Board of Commissioners.

## AUTHORITIES OF THE AUDIT COMMITTEE

The Audit Committee has the authority stated in the Audit Committee Charter, with the following details:

1. In carrying out its duties, the Audit Committee has full access to records or information about employees, funds, assets and other company resources related to the implementation of its duties;
2. In carrying out its authority, the Audit Committee is given a letter of assignment from the Board of Commissioners and is required to cooperate with the party carrying out the internal audit function;
3. The Audit Committee is independent both in carrying out its duties and in reporting and is directly responsible to the Board of Commissioners. The Audit Committee is responsible for supervising the Company's financial reporting process, supervising and evaluating the audit implementation process by internal and external auditors.



## RAPAT KOMITE AUDIT

Pelaksanaan rapat Komite Audit diagendakan minimal 1 (satu) bulan sekali sesuai dengan Piagam Komite Audit. Kehadiran dalam rapat komite audit sekurang-kurangnya dihadiri 2/3 (dua per tiga) dari jumlah anggota. Setiap hasil keputusan yang dihasilkan dalam rapat komite audit wajib dituangkan dalam risalah rapat dan ditandatangani oleh seluruh anggota yang hadir dan risalah rapat tersebut dilaporkan kepada Dewan Komisaris.

Selama tahun 2024 Komite Audit telah menghadiri 143 kali rapat, terdiri dari 12 kali mengikuti rapat internal Dewan Komisaris dan Direksi, 14 kali rapat internal Dewan Komisaris, 28 kali rapat Komite Audit dan Staf Perusahaan, 13 kali rapat internal Komite Audit, 15 kali rapat Organ Pendukung Dewan Komisaris, 45 kali rapat Organ Pendukung Dewan Komisaris dan Staf Perusahaan.

Agenda dan risalah rapat internal Komite Audit selama tahun 2024 adalah sebagai berikut.

## AUDIT COMMITTEE MEETING

The Audit Committee meeting is scheduled at least once a month in accordance with the Audit Committee Charter. Attendance at the audit committee meeting must be attended by at least 2/3 (two-thirds) of the total number of members. Every decision made in the audit committee meeting must be stated in the minutes of the meeting and signed by all members present and the minutes of the meeting are reported to the Board of Commissioners.

During 2024, the Audit Committee attended 143 meetings, consisting of 12 internal meetings of the Board of Commissioners and Directors, 14 internal meetings of the Board of Commissioners, 28 meetings of the Audit Committee and Company Staff, 13 internal meetings of the Audit Committee, 15 meetings of the Board of Commissioners Supporting Organs, 45 meetings of the Board of Commissioners Supporting Organs and Company Staff.

The agenda and minutes of internal meetings of the Audit Committee during 2024 are as follows.

### Realisasi Rapat Internal Komite Audit Pupuk Kaltim Tahun 2024

Realization of Internal Meeting of Audit Committee of Pupuk Kaltim 2024

| No. | Tanggal<br>Date                       | Agenda                                                                                                                                                                                                                                                                                                                         | Peserta Rapat<br>Meeting Participants                             | Keterangan<br>Ketidakhadiran<br>Komite Audit<br>Audit Committee<br>Absence Statement |
|-----|---------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| 1   | 8 Januari 2024<br>January 8, 2024     | 1. Laporan Tugas Komite Audit Triwulan IV Tahun 2023<br>2. Laporan Tugas Komite Audit Tahun 2023<br>1. Audit Committee Task Report for Quarter IV of 2023<br>2. Audit Committee Task Report for 2023                                                                                                                           | 1. Eka Sastra<br>2. Wahyu Tantular Tunggul Kuncahyo<br>3. Jemitra |                                                                                      |
| 2   | 19 Januari 2024<br>January 19, 2024   | Pembahasan Pelaksanaan Audit Laporan Keuangan Pupuk Kaltim<br>Discussion of the Implementation of the Pupuk Kaltim Financial Report Audit                                                                                                                                                                                      | 1. Eka Sastra<br>2. Wahyu Tantular Tunggul Kuncahyo<br>3. Jemitra |                                                                                      |
| 3   | 23 Februari 2024<br>February 23, 2024 | Pembahasan Laporan Hasil Audit SPI Pupuk Kaltim Triwulan IV Tahun 2023<br>Discussion of the Audit Report of IA Pupuk Kaltim Quarter IV of 2023                                                                                                                                                                                 | 1. Eka Sastra<br>2. Patria Sugeng<br>3. Jemitra                   |                                                                                      |
| 4   | 22 Februari 2024<br>February 22, 2024 | Pembahasan Lanjutan Hasil Audit SPI Pupuk Kaltim Triwulan IV Tahun 2023 dan Laporan Audit BPK atas Biaya Operasional dan Pengembangan Pupuk Kaltim<br>Further Discussion of the Results of the Pupuk Kaltim IA Audit for the Fourth Quarter of 2023 and the BPK Audit Report on Pupuk Kaltim Operational and Development Costs | 1. Eka Sastra<br>2. Patria Sugeng<br>3. Jemitra                   |                                                                                      |
| 5   | 19 April 2024<br>April 19, 2024       | Pembahasan Konsep Laporan Keuangan Audited 2023 dan Laporan tugas Komite Audit Triwulan I 2024<br>Discussion of the Concept of Audited Financial Report 2023 and Audit Committee Task Report for Quarter I of 2024                                                                                                             | 1. Eka Sastra<br>2. Patria Sugeng<br>3. Jemitra                   |                                                                                      |





| No. | Tanggal<br>Date                         | Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Peserta Rapat<br>Meeting Participants                                                                         | Keterangan<br>Ketidakhadiran<br>Komite Audit<br>Audit Committee<br>Absence Statement |
|-----|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| 6   | 21 Mei 2024<br>May 21, 2024             | <ol style="list-style-type: none"> <li>Laporan Evaluasi Laporan Penugasan Lainnya Tahun Buku 2023 dari KAP PwC</li> <li>Laporan Evaluasi Efektivitas Pelaksanaan Audit KAP PwC Tahun Buku 2023</li> <li>Laporan Evaluasi Hasil Audit Triwulan I 2024</li> </ol> <ol style="list-style-type: none"> <li>Evaluation Report of Other Assignment Reports for Fiscal Year 2023 from PwC Public Accounting Firm</li> <li>Evaluation Report of Effectiveness of Audit Implementation by PwC Public Accounting Firm for Fiscal Year 2023</li> <li>Evaluation Report of Audit Results for Quarter I 2024</li> </ol> | <ol style="list-style-type: none"> <li>Eka Sastra</li> <li>Patria Sugeng</li> </ol>                           |                                                                                      |
| 7   | 12 Juni 2024<br>June 12, 2024           | <p>Pembahasan <i>Draft</i> Surat Usulan KAP Audit Tahun Buku 2024 ke Pemegang Saham</p> <p>Discussion of Draft Proposal Letter of KAP Audit Fiscal Year 2024 to Shareholders</p>                                                                                                                                                                                                                                                                                                                                                                                                                           | <ol style="list-style-type: none"> <li>Eka Sastra</li> <li>Patria Sugeng</li> <li>Jemitra</li> </ol>          |                                                                                      |
| 8   | 22 Juli 2024<br>July 22, 2024           | <p>Pembahasan Laporan Tugas Komite Audit Triwulan II 2024</p> <p>Discussion of the Audit Committee's Task Report for the Quarter II 2024</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <ol style="list-style-type: none"> <li>Eka Sastra</li> <li>Patria Sugeng</li> <li>Jemitra</li> </ol>          |                                                                                      |
| 9   | 28 Agustus 2024<br>August 28, 2024      | <p>Pembahasan Laporan Hasil Audit SPI Triwulan II 2024</p> <p>Discussion of IA Audit Report for Quarter II 2024</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <ol style="list-style-type: none"> <li>Eka Sastra</li> <li>Patria Sugeng</li> </ol>                           |                                                                                      |
| 10  | 20 September 2024<br>September 20, 2024 | <ol style="list-style-type: none"> <li>Rencana Kerja dan Anggaran Komite Audit Pupuk Kaltim Tahun 2025</li> <li>Laporan Hasil Kunjungan Kerja Anggota Dewan Komisaris dan Organ Pendukung Dewan Komisaris ke Pekanbaru dan Dumai pada 26-28 Agustus 2024</li> </ol> <ol style="list-style-type: none"> <li>Work Plan and Budget of the Pupuk Kaltim Audit Committee for 2025</li> <li>Report on the Results of the Working Visit of Members of the Board of Commissioners and Supporting Organs of the Board of Commissioners to Pekanbaru and Dumai on August 26-28, 2024</li> </ol>                      | <ol style="list-style-type: none"> <li>Eka Sastra</li> <li>Patria Sugeng</li> </ol>                           |                                                                                      |
| 11  | 25 Oktober 2024<br>October 25, 2024     | <ol style="list-style-type: none"> <li>Rencana Audit Laporan Keuangan dan Laporan Lainnya oleh KAP PwC untuk Tahun Buku 2024</li> <li>Program Kerja Audit Tahunan SPI Pupuk Kaltim Tahun 2025</li> <li>Laporan Tugas Komite Audit Triwulan III 2024</li> </ol> <ol style="list-style-type: none"> <li>Audit Plan of Financial Statements and Other Reports by PwC Public Accounting Firm for Fiscal Year 2024</li> <li>Annual Audit Work Program of IA Pupuk Kaltim for 2025</li> <li>Audit Committee Task Report for Quarter III 2024</li> </ol>                                                          | <ol style="list-style-type: none"> <li>Eka Sastra</li> <li>Patria Sugeng</li> </ol>                           |                                                                                      |
| 12  | 26 November 2024<br>November 26, 2024   | <p>Pembahasan Hasil Audit Internal SPI Pupuk Kaltim Triwulan III 2024</p> <p>Discussion of Internal Audit Results of IA Pupuk Kaltim Quarter III 2024</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <ol style="list-style-type: none"> <li>Eka Sastra</li> <li>Patria Sugeng</li> <li>Wahyu Supriyanto</li> </ol> |                                                                                      |
| 13  | 17 Desember 2024<br>December 17, 2024   | <p>Pembahasan Progres Audit Laporan Keuangan Tahun Buku 2024 oleh KAP PwC dan Status Tindak Lanjut Audit Internal dan Eksternal posisi 30 November 2024</p> <p>Discussion of the Progress of the Audit of the Financial Report for the 2024 Fiscal Year by PwC Public Accounting Firm and the Status of Internal and External Audit Follow-up as of November 30, 2024</p>                                                                                                                                                                                                                                  | <ol style="list-style-type: none"> <li>Eka Sastra</li> <li>Patria Sugeng</li> <li>Wahyu Supriyanto</li> </ol> |                                                                                      |



Frekuensi dan kehadiran anggota Komite Audit dalam rapat internal Komite Audit selama tahun 2024 adalah sebagai berikut.

The frequency and attendance of Audit Committee members in internal Audit Committee meetings during 2024 are as follows.

### Frekuensi dan Kehadiran Rapat Internal Komite Audit Tahun 2024

Frequency and Attendance of Internal Audit Committee Meetings in 2024

| Nama<br>Name                                  | Jabatan<br>Position | Jumlah Wajib<br>Rapat pada<br>Saat Menjabat<br>Number of<br>Mandatory<br>Meetings During<br>Term of Office | Jumlah<br>Kehadiran<br>Number of<br>Attendance | Jumlah<br>Ketidakhadiran<br>Number of<br>Absences | Persentase<br>Kehadiran<br>Attendance<br>Percentage<br>(%) |
|-----------------------------------------------|---------------------|------------------------------------------------------------------------------------------------------------|------------------------------------------------|---------------------------------------------------|------------------------------------------------------------|
| Eka Sastra                                    | Ketua<br>Chairman   | 13                                                                                                         | 13                                             | -                                                 | 100                                                        |
| Wahyu Tantular Tunggul Kuncahyo <sup>*)</sup> | Anggota<br>Member   | 2                                                                                                          | 2                                              | -                                                 | 100                                                        |
| Jemitra <sup>**)</sup>                        | Anggota<br>Member   | 8                                                                                                          | 8                                              | -                                                 | 100                                                        |
| Patria Sugeng K                               | Anggota<br>Member   | 11                                                                                                         | 11                                             | -                                                 | 100                                                        |
| Wahyu Supriyanto                              | Anggota<br>Member   | 2                                                                                                          | 2                                              | -                                                 | 100                                                        |
| Rata-rata   Average                           |                     |                                                                                                            |                                                |                                                   | 100                                                        |

<sup>\*)</sup> Masa jabatan berakhir pada 28 Januari 2024

The term of office ends on January 28, 2024

<sup>\*\*)</sup> Masa jabatan berakhir pada 31 Juli 2024

The term of office ends on July 31, 2024

### Frekuensi Kehadiran Komite Audit dalam Rapat Gabungan Tahun 2024

Frequency of Audit Committee Attendance at Joint Meetings 2024

| Nama<br>Name                                  | Jabatan<br>Position | Rapat Gabungan dengan<br>Joint Meeting with     |                                                                                             |                                                                                              |                                          |                              |                                                                                     |
|-----------------------------------------------|---------------------|-------------------------------------------------|---------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|------------------------------------------|------------------------------|-------------------------------------------------------------------------------------|
|                                               |                     | Dewan<br>Komisaris<br>Board of<br>Commissioners | Dewan<br>Komisaris dan<br>Direksi<br>Board of<br>Commissioners<br>and Board of<br>Directors | Komite dan<br>Manajemen<br>Pupuk Kaltim<br>Committee and<br>Management<br>of Pupuk<br>Kaltim | Rapat<br>Internal<br>Internal<br>Meeting | Internal OPD<br>OPD Internal | OPD dan<br>Manajemen<br>Pupuk Kaltim<br>OPD and<br>Management<br>of Pupuk<br>Kaltim |
| Eka Sastra                                    | Ketua<br>Chairman   | 11                                              | 10                                                                                          | 11                                                                                           | 13                                       | -                            | 8                                                                                   |
| Wahyu Tantular Tunggul Kuncahyo <sup>*)</sup> | Anggota<br>Member   | 2                                               | 1                                                                                           | 3                                                                                            | 2                                        | 3                            | 5                                                                                   |
| Jemitra <sup>**)</sup>                        | Anggota<br>Member   | 8                                               | 7                                                                                           | 19                                                                                           | 8                                        | 9                            | 18                                                                                  |
| Patria Sugeng K                               | Anggota<br>Member   | 11                                              | 11                                                                                          | 26                                                                                           | 11                                       | 12                           | 41                                                                                  |
| Wahyu Supriyanto                              | Anggota<br>Member   | 2                                               | 2                                                                                           | 5                                                                                            | 2                                        | 4                            | 2                                                                                   |

<sup>\*)</sup> Masa jabatan berakhir pada 28 Januari 2024

The term of office ends on January 28, 2024

<sup>\*\*)</sup> Masa jabatan berakhir pada 31 Juli 2024

The term of office ends on July 31, 2024







## PENGEMBANGAN KOMPETENSI KOMITE AUDIT

Pelaksanaan program pendidikan atau pelatihan bagi Komite Audit diselenggarakan untuk meningkatkan kompetensi. Rincian realisasinya pada tahun 2024 adalah sebagaimana disampaikan di bawah ini.

## COMPETENCY DEVELOPMENT OF THE AUDIT COMMITTEE

The implementation of education and training programs for the Audit Committee is conducted to enhance its competencies. The details of the program's realization in 2024 are presented below.

### Pengembangan Kompetensi Komite Audit

#### Audit Committee Competency Development

| Nama<br>Name                                                                                                                                                                                                                                                                                             | Jabatan<br>Position | Materi Kegiatan Pelatihan dan Pengembangan<br>Training and Development Activity Materials                                | Waktu dan Tempat<br>Time and Place    | Penyelenggara<br>Organizer |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------------------------------------------------------------------------------------------------------------------|---------------------------------------|----------------------------|
| Pengembangan kompetensi Ketua Komite Audit, Eka Sastra, dapat dilihat pada bagian "Pengembangan Kompetensi Dewan Komisaris" di atas.<br>The competency development of the Audit Committee Chairman, Eka Sastra, can be seen in the "Competency Development of the Board of Commissioners" section above. |                     |                                                                                                                          |                                       |                            |
| Patria Sugeng K                                                                                                                                                                                                                                                                                          | Anggota<br>Member   | Pelatihan <i>Qualified Risk Governance Professional (QRGP)</i><br>Qualified Risk Governance Professional (QRGP) Training | 14 November 2024<br>November 14, 2024 | LSP MKS                    |
| Wahyu Supriyanto                                                                                                                                                                                                                                                                                         | Anggota<br>Member   | Pelatihan <i>Qualified Risk Governance Professional (QRGP)</i><br>Qualified Risk Governance Professional (QRGP) Training | 14 November 2024<br>November 14, 2024 | LSP MKS                    |

## PELAKSANAAN TUGAS KOMITE AUDIT

Komite Audit menyerahkan laporan bulanan, triwulanan dan tahunan kepada Komisaris Utama atas kegiatan pengawasan dan pemberian nasihat terhadap pengelolaan usaha. Realisasi pelaksanaan tugas dan tanggung jawab Komite Audit tahun 2024, sebagai berikut:

## IMPLEMENTATION OF AUDIT COMMITTEE DUTIES

The Audit Committee submits monthly, quarterly, and annual reports to the President Commissioner regarding its supervisory activities and advisory functions on business management. The realization of the Audit Committee's duties and responsibilities in 2024 is as follows:

### Realisasi Pelaksanaan Tugas dan Tanggung Jawab Komite Audit Tahun 2024

#### Realization of the Implementation of Duties and Responsibilities of the Audit Committee in 2024

| No. | Program                                                                                                                                                                                                                                                                                                                                                                                                         | Realisasi<br>Realization                                                                                                                                                                                                                                                                                                                                                                                                              |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | Bersama dengan OPD melakukan pembahasan Kinerja Perusahaan tahun 2023/Desember 2023, kinerja bulan Januari 2024 s.d November 2024 dan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris.<br>Together with OPD, discuss the Company's Performance in 2023/December 2023, performance from January 2024 to November 2024 and identify matters requiring the attention of the Board of Commissioners. | <ul style="list-style-type: none"> <li>Melakukan kajian &amp; analisis terhadap Kinerja Perusahaan tahun 2023/Desember 2023, kinerja bulan Januari 2024 s.d November 2024</li> <li>Melaporkan hasil kajian &amp; analisis</li> <li>Conduct a study and analysis of the Company's Performance in 2023/December 2023, performance from January 2024 to November 2024</li> <li>Report the results of the study &amp; analysis</li> </ul> |
| 2   | Bersama OPD melakukan pembahasan Laporan Tugas Pengawasan Dewan Komisaris tahun 2023 dan Triwulan I s.d III 2024<br>Together with OPD, discuss the Board of Commissioners' Supervisory Task Report for 2023 and Quarter I to III 2024                                                                                                                                                                           | <ul style="list-style-type: none"> <li>Melakukan kajian dan review atas laporan Dewan Komisaris tahun 2023 dan Triwulan I s.d III 2024</li> <li>Melaporkan hasil kajian dan analisis</li> <li>Conduct a study and review of the Board of Commissioners' report for 2023 and Quarter I to III 2024</li> <li>Report the results of the study and analysis</li> </ul>                                                                    |
| 3   | Menyusun Laporan Tahunan Komite Audit tahun 2023, Triwulan I s.d III tahun 2024 serta melakukan evaluasi kinerja mandiri<br>Prepare the Audit Committee Annual Report for 2023, Quarter I to III of 2024 and conduct an independent performance evaluation                                                                                                                                                      | <ul style="list-style-type: none"> <li>Melakukan evaluasi realisasi kerja dibandingkan dengan program kerja</li> <li>Melaporkan hasil evaluasi mandiri</li> <li>Conduct evaluation of work realization compared to work program</li> <li>Report the results of independent evaluation</li> </ul>                                                                                                                                      |
| 4   | Melakukan evaluasi kinerja Komite Audit secara mandiri ( <i>self assessment</i> ) Tahun 2023, Triwulan I s.d III tahun 2024<br>Conducting an independent evaluation of the Audit Committee's performance ( <i>self assessment</i> ) in 2023, Quarter I to III of 2024                                                                                                                                           | <ul style="list-style-type: none"> <li>Melakukan evaluasi realisasi kerja dibandingkan dengan program kerja</li> <li>Melaporkan hasil evaluasi mandiri (<i>self assessment</i>)</li> <li>Conduct work realization evaluation compared to work program</li> <li>Report self-assessment results</li> </ul>                                                                                                                              |

| No. | Program                                                                                                                                                                                                                                                                                            | Realisasi<br>Realization                                                                                                                                                                                                                                                                                                                                                                            |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5   | Pembahasan Hasil audit SPI tahun Triwulan IV Tahun 2023, Triwulan I s.d III Tahun 2024. Tindak lanjut arahan RUPS Kinerja dan RUPS RKAP<br><br>Discussion of SPI audit results for Quarter IV of 2023, Quarter I to III of 2024. Follow-up to the direction of the GMS Performance and GMS RKAP    | <ul style="list-style-type: none"> <li>Melakukan evaluasi terhadap laporan audit SPI Triwulan IV Tahun 2023, Triwulan I s.d III Tahun 2024</li> <li>Melaporkan hasil evaluasi</li> <li>Conduct an evaluation of the SPI audit report for Quarter IV of 2023, Quarter I to III of 2024</li> <li>Report the results of the evaluation</li> </ul>                                                      |
| 6   | Pembahasan PKPT – SPI tahun 2024<br><br>Discussion of PKPT – SPI in 2024                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>Melakukan kajian dan review atas PKPT – SPI</li> <li>Melaporkan hasil kajian dan analisa</li> <li>Conduct studies and reviews of PKPT – SPI</li> <li>Report the results of studies and analysis</li> </ul>                                                                                                                                                   |
| 7   | Pembahasan hasil audit tahun buku 2023 dengan KAP<br><br>Discussion of audit results for the 2023 fiscal year with KAP                                                                                                                                                                             | <ul style="list-style-type: none"> <li>Melakukan evaluasi terhadap laporan Audit oleh KAP</li> <li>Melaporkan hasil evaluasi</li> <li>Conducting an evaluation of the Audit report by KAP</li> <li>Reporting the evaluation results</li> </ul>                                                                                                                                                      |
| 8   | Melakukan evaluasi atas kinerja Auditor eksternal yang melakukan audit laporan keuangan Tahun 2023<br><br>Conducting an evaluation of the performance of the external auditor who conducted the audit of the 2023 financial statements                                                             | <ul style="list-style-type: none"> <li>Evaluasi atas realisasi kinerja dibandingkan dengan Program Kerja</li> <li>Melaporkan hasil evaluasi.</li> <li>Evaluation of performance realization compared to the Work Program</li> <li>Reporting evaluation results</li> </ul>                                                                                                                           |
| 9   | Bersama dengan OPD melakukan evaluasi kebijakan distribusi pupuk bersubsidi yang menjadi tanggung jawab Perseroan<br><br>Together with OPD, evaluate the subsidized fertilizer distribution policy which is the responsibility of the Company.                                                     | <ul style="list-style-type: none"> <li>Memastikan kebijakan distribusi pupuk bersubsidi telah dilakukan dengan 6 tepat</li> <li>Memberikan rekomendasi perbaikan</li> <li>Melaporkan hasil evaluasi</li> <li>Ensure that subsidized fertilizer distribution policies have been implemented correctly</li> <li>Provide recommendations for improvement</li> <li>Report evaluation results</li> </ul> |
| 10  | Pembahasan Kinerja dan surat-surat Direksi yang memerlukan keputusan/rekomendasi Dewan Komisaris.<br><br>Discussion of Performance and letters from the Board of Directors that require decisions/recommendations from the Board of Commissioners.                                                 | <ul style="list-style-type: none"> <li>Melakukan evaluasi terhadap usulan Direksi</li> <li>Melaporkan hasil kajian &amp; analisis</li> <li>Conduct evaluation of the Board of Directors' proposals</li> <li>Report the results of studies and analysis</li> </ul>                                                                                                                                   |
| 11  | Bersama KGRI melakukan telaah atas efektivitas Sistem Pengendalian Manajemen<br><br>Together with KGRI, conduct a review of the effectiveness of the Management Control System                                                                                                                     | <ul style="list-style-type: none"> <li>Untuk mengetahui efektivitas Sistem Pengendalian Manajemen</li> <li>Melaporkan hasil evaluasi</li> <li>To determine the effectiveness of the Management Control System</li> <li>Report the evaluation results</li> </ul>                                                                                                                                     |
| 12  | Mengikuti Pelatihan/Seminar bidang terkait dengan Komite Audit<br><br>Attending training/seminars in fields related to the Audit Committee                                                                                                                                                         | <ul style="list-style-type: none"> <li>Mengikut pelatihan/seminar</li> <li>Melaporkan hasil pelatihan/seminar</li> <li>Attend training/seminars</li> <li>Report training/seminar results</li> </ul>                                                                                                                                                                                                 |
| 13  | Penyusunan Rencana Kerja Komite Audit tahun 2024<br><br>Preparation of the Audit Committee Work Plan for 2024                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>Melakukan penyusunan rencana kerja Komite Audit 2024</li> <li>Melaporkan RKA Komite Audit 2024</li> <li>Prepare the Audit Committee's 2024 work plan</li> <li>Report the Audit Committee's 2024 RKA</li> </ul>                                                                                                                                               |
| 14  | Bersama dengan OPD melakukan telaah terhadap rancangan RKAP 2025 yang disampaikan oleh Direksi<br><br>Together with the OPD, conduct a review of the draft 2025 RKAP submitted by the Board of Directors                                                                                           | <ul style="list-style-type: none"> <li>Evaluasi dan kajian terhadap rancangan RKAP 2024</li> <li>Melaporkan hasil evaluasi</li> <li>Evaluation and review of the draft 2024 RKAP</li> <li>Reporting the evaluation results</li> </ul>                                                                                                                                                               |
| 15  | Dengan berkoordinasi dengan PT Pupuk Indonesia (Persero), melakukan proses penunjukan calon auditor eksternal untuk audit tahun buku 2023<br><br>In coordination with PT Pupuk Indonesia (Persero), carry out the process of appointing external auditor candidates for the 2023 fiscal year audit | <ul style="list-style-type: none"> <li>Menunjuk calon auditor eksternal dengan koordinasi PT Pupuk Indonesia (Persero)</li> <li>Melaporkan hasil penunjukan</li> <li>Appoint external auditor candidates with coordination with PT Pupuk Indonesia (Persero)</li> <li>Report the results of the appointment</li> </ul>                                                                              |
| 16  | Pembahasan Program Kerja Pemeriksaan tahun buku 2024 dengan KAP<br><br>Discussion of the 2024 Fiscal Year Audit Work Program with KAP                                                                                                                                                              | <ul style="list-style-type: none"> <li>Melakukan evaluasi terhadap program kerja KAP</li> <li>Melaporkan hasil evaluasi</li> <li>Conduct evaluation of KAP work program</li> <li>Report evaluation results</li> </ul>                                                                                                                                                                               |





| No. | Program                                                                                                                                                               | Realisasi<br>Realization                                                                                                                                                                                                                                                                                           |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 17  | Pembahasan hasil interim audit KAP tahun buku 2024<br><br>Discussion of interim audit results of KAP for the 2024 Fiscal Year                                         | <ul style="list-style-type: none"> <li>Melakukan hasil evaluasi terhadap hasil interim audit KAP</li> <li>Melaporkan hasil evaluasi</li> </ul> <ul style="list-style-type: none"> <li>Conduct evaluation of KAP interim audit results</li> <li>Report evaluation results</li> </ul>                                |
| 18  | Pembahasan usulan PKAT – SPI tahun 2025<br><br>Discussion of the 2025 PKAT – SPI proposal                                                                             | <ul style="list-style-type: none"> <li>Melakukan kajian dan review atas usulan PKPT –SPI</li> <li>Melaporkan hasil kajian dan analisa</li> </ul> <ul style="list-style-type: none"> <li>Conduct studies and reviews of PKPT –SPI proposals</li> <li>Report the results of studies and analysis</li> </ul>          |
| 19  | Melaksanakan tugas lainnya yang diberikan oleh Dewan Komisaris sesuai dengan kebutuhan<br><br>Carry out other duties assigned by the Board of Commissioners as needed | <ul style="list-style-type: none"> <li>Evaluasi atas tugas lainnya yang ditugaskan oleh Dewan Komisaris</li> <li>Melaporkan hasil evaluasi</li> </ul> <ul style="list-style-type: none"> <li>Evaluation of other tasks assigned by the Board of Commissioners</li> <li>Reporting the evaluation results</li> </ul> |

## PENILAIAN KINERJA ANGGOTA KOMITE AUDIT

Penilaian kinerja anggota Komite Audit dilaksanakan setiap 1 (satu) tahun sekali oleh Dewan Komisaris dengan mengacu pada Piagam Komite Audit. Metode penilaian kinerja tersebut berdasarkan realisasi dan penyelesaian program kerja yang telah tersusun dalam Rencana Kerja dan Anggaran (RKA) tahunan Komite Audit yang dilaporkan secara triwulanan maupun tahunan dalam laporan Komite Audit.

Rincian evaluasi kinerja anggota Komite Audit pada tahun 2024 sebagai berikut:

## PERFORMANCE EVALUATION OF AUDIT COMMITTEE MEMBERS

The performance evaluation of Audit Committee members is conducted annually by the Board of Commissioners, referring to the Audit Committee Charter. The evaluation method is based on the realization and completion of work programs outlined in the Audit Committee's annual Work Plan and Budget (RKA), which are reported on a quarterly and annual basis in the Audit Committee reports.

The details of the performance evaluation of Audit Committee members in 2024 are as follows:

### Evaluasi Kinerja Anggota Komite Audit Tahun 2024

Evaluasi Kinerja Anggota Komite Audit Tahun 2024

| No. | Uraian                                                                                                | Description                                                                                                                | Patria Sugeng K | Wahyu Supriyanto |
|-----|-------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|-----------------|------------------|
| 1   | Memiliki integritas yang baik dan pengetahuan serta pengalaman kerja yang cukup di bidang pengawasan. | Have good integrity and sufficient knowledge and work experience in the field of supervision.                              | 95,67           | 95,67            |
| 2   | Mampu berkomunikasi dengan Dewan Komisaris dan Organ Pendukung Dewan Komisaris serta Staf Perusahaan. | Able to communicate with the Board of Commissioners and Supporting Organs of the Board of Commissioners and Company Staff. | 92,50           | 92,50            |
| 3   | Dapat menyediakan waktu yang cukup untuk menyelesaikan tugasnya.                                      | Can provide sufficient time to complete his/her duties.                                                                    | 96,17           | 91,00            |
| 4   | Memiliki latar belakang pendidikan atau memiliki keahlian di bidang akuntansi atau keuangan.          | Have an educational background or have expertise in accounting or finance.                                                 | 85,17           | 81,50            |
| 5   | Memahami industri/bisnis Perusahaan.                                                                  | Understand the Company's industry/business.                                                                                | 93,67           | 89,83            |
| 6   | Melaksanakan tugas sesuai dengan Rencana Kerja Komite dan tugas-tugas dari Dewan Komisaris.           | Carry out duties in accordance with the Committee Work Plan and the duties of the Board of Commissioners.                  | 92,33           | 93,83            |
| 7   | Menyampaikan laporan evaluasi kinerja bulanan sesuai jadwal.                                          | Submit monthly performance evaluation reports according to schedule.                                                       | 91,17           | 91,17            |
| 8   | Menyampaikan secara rutin hal-hal yang memerlukan perhatian Dewan Komisaris.                          | Routinely submit matters that require the attention of the Board of Commissioners.                                         | 89,33           | 91,17            |

| No.                                      | Uraian                                              | Description                                                    | Patria Sugeng K | Wahyu Supriyanto |
|------------------------------------------|-----------------------------------------------------|----------------------------------------------------------------|-----------------|------------------|
| 9                                        | Menyampaikan Laporan Triwulan Komite sesuai jadwal. | Submit the Committee's Quarterly Report according to schedule. | 94,33           | 95,67            |
| 10                                       | Menyampaikan Laporan Tahunan Komite sesuai jadwal.  | Submit the Committee's Annual Report according to schedule.    | 96,00           | 94,17            |
| <b>Total Nilai<br/>Total Value</b>       |                                                     |                                                                | <b>926,33</b>   | <b>916,50</b>    |
| <b>Rata-rata Nilai<br/>Average Value</b> |                                                     |                                                                | <b>92,63</b>    | <b>91,65</b>     |

### REMUNERASI KOMITE AUDIT

Penghasilan anggota Komite Audit ditetapkan oleh Dewan Komisaris dengan memperhatikan kemampuan Perusahaan. Jumlah maksimal penghasilan Komite Audit berupa honorarium maksimal 20% dari gaji Direktur Utama dengan ketentuan pajak ditanggung Perusahaan dan tidak diperkenankan menerima penghasilan lainnya selain honorarium tersebut.

### REMUNERATION OF THE AUDIT COMMITTEE

The remuneration of Audit Committee members is determined by the Board of Commissioners, taking into account the Company's financial capacity. The maximum remuneration for Audit Committee members is in the form of an honorarium, capped at 20% of the President Director's salary. This honorarium is subject to taxation, which is borne by the Company, and members are not permitted to receive any additional income beyond this honorarium.





# Komite GCG, Nominasi, Remunerasi, Pengembangan Sumber Daya Manusia dan Investasi (KGSRI)

## The GCG, Nomination, Remuneration, Human Resources Development, and Investment Committee

Komite GCG-Nominasi, Remunerasi, Pengembangan Sumber Daya Manusia, dan Investasi, atau disingkat "Komite GSRI" merupakan pemutakhiran dari sebelumnya Komite GCG-Manajemen Risiko, Nominasi, Remunerasi, Pengembangan Sumber Daya Manusia, dan Investasi, atau disingkat "Komite GRI". Komite GSRI dibentuk pada tanggal 1 November 2024 berdasarkan Keputusan Dewan Komisaris No. KEP-21/KOM-PKT/2024 tentang Perubahan Komite Dewan Komisaris, dalam rangka menyesuaikan dengan adanya Peraturan BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan dan untuk meningkatkan pengawasan Tata Kelola Perusahaan yang Baik secara efektif dan berkelanjutan, maka dilakukan pemisahan fungsi Manajemen Risiko dari Komite GRI.

### KRITERIA ANGGOTA KOMITE GSRI

Anggota komite harus memiliki kualifikasi sebagai berikut:

1. Anggota Komite GSRI wajib:
  - a. Memiliki integritas yang baik, kemampuan, pengetahuan dan pengalaman yang memadai serta mampu berkomunikasi dengan baik.
  - b. Memahami GCG, laporan keuangan, bisnis perusahaan, kerangka dan proses manajemen risiko, penilaian investasi dan memiliki pengetahuan yang memadai tentang peraturan perundang-undangan di bidang Pasar Modal serta peraturan perundang-undangan terkait lainnya.
  - c. Memahami pengelolaan Sumber Daya Manusia yang terdiri atas pengembangan SDM, pengorganisasian SDM, dan pemberian remunerasi berbasis *merit system*.
2. Paling kurang satu di antara anggota Komite GSRI memiliki latar belakang pendidikan dan keahlian di bidang GCG, manajemen risiko dan penilaian investasi.
3. Bukan merupakan orang dalam Kantor Akuntan, Kantor Konsultan Hukum atau pihak lain yang memberi jasa attestasi, jasa non-attestasi dan/atau jasa konsultasi lain kepada Pupuk Kaltim dalam waktu 6 (enam) bulan terakhir.
4. Bukan merupakan orang yang bekerja di Pupuk Kaltim dan mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin atau mengendalikan serta mengawasi kegiatan Pupuk Kaltim dalam waktu 6 (enam) bulan terakhir, kecuali Komisaris Independen.

The GCG, Nomination, Remuneration, Human Resources Development, and Investment Committee, or abbreviated as "GSRI Committee" is an update of the previous GCG-Risk Management, Nomination, Remuneration, Human Resources Development, and Investment Committee, or abbreviated as "GRI Committee". The GSRI Committee was established on November 1, 2024 based on the Decree of the Board of Commissioners No. KEP-21/KOM-PKT/2024 concerning Amendments to the Board of Commissioners Committee, in order to comply with the BUMN Regulation No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities and to improve supervision of Good Corporate Governance effectively and sustainably, the Risk Management function is separated from the GRI Committee.

### CRITERIA FOR GSRI COMMITTEE MEMBERS

Committee members must have the following qualifications:

1. GSRI Committee members must:
  - a. Have good integrity, adequate ability, knowledge and experience and be able to communicate well.
  - b. Understand GCG, financial reports, company business, risk management framework and process, investment assessment and have adequate knowledge of laws and regulations in the Capital Market and other related laws and regulations.
  - c. Understand Human Resource Management consisting of HR development, HR organization, and merit system-based remuneration.
2. At least one of the GRI Committee members has an educational background and expertise in GCG, risk management and investment assessment.
3. Not a person in an Accounting Firm, Legal Consultant Firm or other party that provides attestation services, non-attestation services and/or other consulting services to Pupuk Kaltim in the last 6 (six) months.
4. Not a person who works at Pupuk Kaltim and has the authority and responsibility to plan, lead or control and supervise Pupuk Kaltim activities in the last 6 (six) months, except for Independent Commissioners.



5. Tidak mempunyai saham langsung maupun tidak langsung di Pupuk Kaltim. Dalam hal anggota Komite GRI memperoleh saham Pupuk Kaltim baik langsung maupun tidak langsung akibat suatu peristiwa hukum maka dalam jangka waktu paling lama 6 (enam) bulan setelah diperolehnya saham tersebut wajib mengalihkan sahamnya kepada pihak lain.
6. Tidak mempunyai hubungan afiliasi dengan Pupuk Kaltim, Komisaris, Direksi, Pemegang Saham, dan perusahaan publik.
7. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha.
8. Tidak mempunyai hubungan lain yang dapat mempengaruhi kemampuannya untuk bertindak independen.

5. Does not have direct or indirect shares in Pupuk Kaltim. In the event that a member of the GRI Committee acquires Pupuk Kaltim shares either directly or indirectly due to a legal event, then within a maximum period of 6 (six) months after obtaining the shares, they must transfer their shares to another party.
6. Have no affiliation with Pupuk Kaltim, Commissioners, Directors, Shareholders, and public companies.
7. Have no business relationship either directly or indirectly related to business activities.
8. Have no other relationship that may affect their ability to act independently.

### PENGANGKATAN DAN PEMBERHENTIAN SERTA KETENTUAN MASA JABATAN KOMITE GSRI

Sesuai Piagam Komite GRI, pengangkatan dan pemberhentian anggota komite menjadi wewenang Dewan Komisaris dan dilaporkan kepada RUPS. Masa Jabatan anggota Komite GRI yang bukan anggota Dewan Komisaris paling lama 3 (tiga) tahun. Kendati demikian, anggota komite dapat diberhentikan sewaktu-waktu berdasarkan keputusan Dewan Komisaris apabila tidak memenuhi kinerja yang telah ditetapkan dan/atau tidak kompeten dalam melaksanakan tugas. Masa Jabatan tersebut juga dapat diperpanjang 1 (satu) kali selama 2 (dua) tahun masa jabatan.

### APPOINTMENT AND DISMISSAL AND TERMS OF OFFICE OF THE GSRI COMMITTEE

According to the GRI Committee Charter, the appointment and dismissal of committee members is the authority of the Board of Commissioners and is reported to the GMS. The term of office of a member of the GRI Committee who is not a member of the Board of Commissioners is a maximum of 3 (three) years. However, committee members may be dismissed at any time based on a decision of the Board of Commissioners if they do not meet the established performance and/or are not competent in carrying out their duties. The term of office can also be extended 1 (one) time for 2 (two) years.

### SUSUNAN DAN PROFIL ANGGOTA KOMITE

### COMPOSITION AND PROFILE OF COMMITTEE MEMBERS

#### Kronologi Perubahan Susunan Anggota Komite GSRI di Sepanjang Tahun 2024

Kronologi Perubahan Susunan Anggota Komite GSRI di Sepanjang Tahun 2024

| Periode 1 Januari s.d 30 April 2024<br>Period January 1 to April 30, 2024 |                                               | Periode 1 Mei s.d 31 Oktober 2024<br>Period May 1 to October 31, 2024 |                                               | Periode 1 November s.d 31 Desember<br>Period November 1 to December 31, 2024 |                                                                            | Keterangan<br>Description                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------------------------------------------------------|-----------------------------------------------|-----------------------------------------------------------------------|-----------------------------------------------|------------------------------------------------------------------------------|----------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Nama<br>Name                                                              | Jabatan<br>Position                           | Nama<br>Name                                                          | Jabatan<br>Position                           | Nama<br>Name                                                                 | Jabatan<br>Position                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Musthofa                                                                  | Ketua/<br>Komisaris<br>Chair/<br>Commissioner | Musthofa                                                              | Ketua/<br>Komisaris<br>Chair/<br>Commissioner | Musthofa                                                                     | Ketua/<br>Komisaris<br>Independen<br>Chair/<br>Independent<br>Commissioner | Musthofa diangkat menjadi Ketua Komite GRI pada tanggal 29 April 2020, dan diangkat menjadi Ketua Komite GSRI berdasarkan Surat Keputusan Dewan Komisaris No. KEP-22/KOM-PKT/2024 tanggal 1 November 2024.<br>Musthofa was appointed as Chairman of the GRI Committee on April 29, 2020, and was appointed as Chairman of the GSRI Committee based on the Decree of the Board of Commissioners No. KEP-22/KOM-PKT/2024 dated November 1, 2024. |
| Wahyu Supriyanto                                                          | Anggota<br>Member                             |                                                                       |                                               |                                                                              |                                                                            | Wahyu Supriyanto berhenti menjabat sebagai anggota Komite GRI berdasarkan Surat Keputusan Dewan Komisaris No. KEP-09/KOM-PKT/2024 tanggal 30 April 2024 dan efektif di tanggal 1 Mei 2024.<br>Wahyu Supriyanto resigned as a member of the GRI Committee based on the Decree of the Board of Commissioners No. KEP-09/KOM-PKT/2024 dated April 30, 2024 and effective May 1, 2024.                                                             |





| Periode 1 Januari s.d 30 April 2024<br>Period January 1 to April 30, 2024 |                     | Periode 1 Mei s.d 31 Oktober 2024<br>Period May 1 to October 31, 2024 |                     | Periode 1 November s.d 31 Desember<br>Period November 1 to December 31, 2024 |                     | Keterangan<br>Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|---------------------------------------------------------------------------|---------------------|-----------------------------------------------------------------------|---------------------|------------------------------------------------------------------------------|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Nama<br>Name                                                              | Jabatan<br>Position | Nama<br>Name                                                          | Jabatan<br>Position | Nama<br>Name                                                                 | Jabatan<br>Position |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Wijaya Laksana                                                            | Anggota             |                                                                       |                     |                                                                              |                     | Wijaya Laksana berhenti menjabat sebagai anggota Komite GRI berdasarkan Surat Keputusan Dewan Komisaris No. KEP-10/KOM-PKT/2024 tanggal 30 April 2024 dan efektif di tanggal 1 Mei 2024.<br>Wijaya Laksana resigned as a member of the GRI Committee based on the Decree of the Board of Commissioners No. KEP-10/KOM-PKT/2024 dated April 30, 2024 and effective May 1, 2024.                                                                                                                                                                                                                                                                                                                                                                                |
|                                                                           |                     | Yetty Endarwati                                                       | Anggota Member      |                                                                              |                     | Yetty Endarwati diangkat sebagai anggota Komite GRI berdasarkan Surat Keputusan Dewan Komisaris No. KEP-12/KOM-PKT/2027 tanggal 1 Mei 2024. Kemudian beliau berhenti menjabat sebagai anggota Komite GRI dan diangkat menjadi anggota Komite Pemantau Risiko berdasarkan Surat Keputusan Dewan Komisaris No. KEP-27/KOM-PKT/2031 pada tanggal 1 November 2024<br>Yetty Endarwati was appointed as a member of the GRI Committee based on the Decree of the Board of Commissioners No. KEP-12/KOM-PKT/2027 dated May 1, 2024. Then she stopped serving as a member of the GRI Committee and was appointed as a member of the Risk Monitoring Committee based on the Decree of the Board of Commissioners No. KEP-27/KOM-PKT/2031 on November 1, 2024.          |
|                                                                           |                     | Budi Mulia Utama Hasibuan                                             | Anggota Member      | Budi Mulia Utama Hasibuan                                                    | Anggota Member      | Budi Mulia Utama Hasibuan diangkat sebagai anggota Komite GRI berdasarkan Surat Keputusan Dewan Komisaris No. KEP-11/KOM-PKT/2026 tanggal 1 Mei 2024. Kemudian beliau berhenti menjabat sebagai anggota Komite GRI dan diangkat menjadi anggota Komite GSRI berdasarkan Surat Keputusan Dewan Komisaris No. KEP-26/KOM-PKT/2024 pada tanggal 1 November 2024.<br>Budi Mulia Utama Hasibuan was appointed as a member of the GRI Committee based on the Decree of the Board of Commissioners No. KEP-11/KOM-PKT/2026 dated May 1, 2024. He then resigned from his position as a member of the GRI Committee and was appointed as a member of the GSRI Committee based on the Decree of the Board of Commissioners No. KEP-26/KOM-PKT/2024 on November 1, 2024. |
|                                                                           |                     |                                                                       |                     | Wahyu Tunggal Tantular Kuncahyo                                              | Anggota Member      | Wahyu Tunggal Tantular Kuncahyo diangkat sebagai anggota Komite GSRI berdasarkan Surat Keputusan Dewan Komisaris No. KEP-23/KOM-PKT/2024 tanggal 1 Mei 2024.<br>Wahyu Tunggal Tantular Kuncahyo was appointed as a member of the GSRI Committee based on the Decree of the Board of Commissioners No. KEP-23/KOM-PKT/2024 dated May 1, 2024.                                                                                                                                                                                                                                                                                                                                                                                                                  |

### Susunan Anggota Komite GSRI per 31 Desember 2024

Susunan Anggota Komite GSRI per 31 Desember 2024

| Nama<br>Name              | Jabatan<br>Position                                          | Dasar Pengangkatan<br>Basis of Appointment                                                                                                                               | Masa Jabatan dan Periode Jabatan<br>Term of Office and Period of Office                                                             |
|---------------------------|--------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| Musthofa                  | Ketua/Komisaris Independen<br>Chair/Independent Commissioner | Surat Keputusan Dewan Komisaris No. KEP-22/KOM-PKT/2024 tanggal 1 November 2024.<br>Decree of the Board of Commissioners No. KEP-22/KOM-PKT/2024 dated November 1, 2024. | Sampai dengan berakhirnya masa jabatan sebagai Dewan Komisaris<br>Until the end of his term of office as the Board of Commissioners |
| Budi Mulia Utama Hasibuan | Anggota Member                                               | Surat Keputusan Dewan Komisaris No. KEP-26/KOM-PKT/2024 tanggal 1 November 2024.<br>Decree of the Board of Commissioners No. KEP-26/KOM-PKT/2024 dated November 1, 2024. | 1 November 2024-30 April 2027<br>Periode Pertama<br>November 1, 2024-April 30, 2027<br>First Period                                 |

| Nama<br>Name                       | Jabatan<br>Position                                         | Dasar Pengangkatan<br>Basis of Appointment                                                                                                                                       | Masa Jabatan dan<br>Periode Jabatan<br>Term of Office and<br>Period of Office                                  |
|------------------------------------|-------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| Wahyu Tunggal<br>Tantular Kuncahyo | Anggota/Pihak<br>Independen<br>Member/<br>Independent Party | Surat Keputusan Dewan Komisaris No. KEP-23/KOM-<br>PKT/2024 tanggal 1 November 2024.<br>Decree of the Board of Commissioners No. KEP-23/<br>KOM-PKT/2024 dated November 1, 2024. | 1 November 2024-31<br>Oktober 2026<br>Periode Pertama<br>November 1, 2024-<br>October 31, 2026<br>First Period |

## Musthofa

Ketua Komite GSRI/Komisaris Independen

Profil Ketua Komite GRI, Musthofa, dapat dilihat pada bagian Profil Dewan Komisaris dalam bab Profil Perusahaan.

## Musthofa

Chairman of the GSRI Committee/Independent Commissioner

The profile of the Chairman of the GRI Committee, Musthofa, can be found in the Board of Commissioners Profile section in the Company Profile chapter.



## Budi Mulia Utama Hasibuan

**Anggota Komite GSRI**  
GSRI Committee Member

**Periode Jabatan: 1 November 2024–30 April 2027, Periode Pertama**  
Term of Office: November 1, 2024–April 30, 2027, First Period

**Kewarganegaraan | Citizenship**  
Indonesia

**Usia | Age**  
**52 tahun**  
52 years old

**Kelahiran | Born**  
**Medan, 9 Maret 1972**  
Medan, March 9, 1972

**Domisili | Domicile**  
**Jakarta, Indonesia**  
Jakarta, Indonesia

### Periode Penunjukan

Diangkat kembali sebagai Komite GRI untuk periode pertama, berdasarkan Surat Keputusan Dewan Komisaris No. KEP-26/KOM-PKT/2024 tanggal 1 November 2024 dengan masa jabatan dari 1 November 2024 s.d 30 April 2027.

### Riwayat Pendidikan

- Magister (S2) Environmental Studies, The University of New South (1999)
- Sarjana (S1) Teknik, Universitas Trisakti (1996)

### Sertifikasi Profesi yang Dimiliki

- Sertifikasi Qualified Risk Governance Professional (QRGP), Cipta Karakter (2024)
- Sertifikasi Certified Human Resources Professional, dari Universitas Atma Jaya (2023)
- Sertifikasi Qualified Risk Management Professional, dari LSP MKS (2020)
- Sertifikasi Certified International Procurement, dari International Purchasing & Supply Chain Management Institute (2018)

### Pengalaman Kerja

- SVP Pengadaan 2 (Strategis) PT Pupuk Indonesia (Persero) (1 Mei 2024-sekarang)
- SVP Pengadaan 1 (Operasional) PT Pupuk Indonesia (Persero) (2023-2024)
- Senior Project Manager Green Barrier Kawasan Pabrik (2023)
- Senior Vice President Pusat Pembelajaran & Pengetahuan (2022-2023)

### Rangkap Jabatan

SVP Pengadaan 2 (Strategis) PT Pupuk Indonesia (Persero)

### Period and History of Appointment

Appointed as GRI Committee for the first term, based on the Decree of the Board of Commissioners No. KEP-26/KOM-PKT/2024 dated November 1, 2024 with a term of office from November 1, 2024 to April 30, 2027.

### Educational Background

- Master of Environmental Studies, The University of New South (1999)
- Bachelor of Engineering, Trisakti University (1996)

### Professional Certification

- Qualified Risk Governance Professional (QRGP) Certification, Cipta Karakter (2024)
- Certified Human Resources Professional Certification, from Atma Jaya University (2023)
- Qualified Risk Management Professional Certification, from LSP MKS (2020)
- Certified International Procurement Certification, from International Purchasing & Supply Chain Management Institute (2018)

### Work Experience

- SVP Procurement 2 (Strategic) PT Pupuk Indonesia (Persero) (May 1, 2024-present)
- SVP Procurement 1 (Operational) PT Pupuk Indonesia (Persero) (2023-2024)
- Senior Project Manager Green Barrier Factory Area (2023)
- Senior Vice President Learning & Knowledge Center (2022-2023)

### Concurrent Position

SVP Procurement 2 (Strategic) PT Pupuk Indonesia (Persero)



**Hubungan Afiliasi**

Tidak memiliki hubungan afiliasi dengan Dewan Komisaris dan Direksi. Namun demikian, beliau memiliki hubungan afiliasi dengan pemegang saham, PT Pupuk Indonesia (Persero), melalui rangkap jabatan yang diemban.

**Affiliation**

Has no affiliation with the Board of Commissioners and Board of Directors. However, he has an affiliation with the shareholder, PT Pupuk Indonesia (Persero), through his concurrent position.

**Wahyu Tantular Tunggul Kuncahyo**

**Anggota Komite GSRI (pihak Independen)**  
GSRI Committee Member (Independent party)

**Periode Jabatan: 1 November 2024–31 Oktober 2026, Periode Pertama**  
Term of Office: November 1, 2024–October 31, 2026, First Period

**Kewarganegaraan | Citizenship**  
Indonesia

**Usia | Age**  
**64 tahun**  
64 years old

**Kelahiran | Born**  
**Jakarta, 27 Juni 1960**  
Jakarta, June 27, 1960

**Domisili | Domicile**  
**Depok, Jawa Barat, Indonesia**  
Depok, West Java, Indonesia

**Periode Penunjukan**

Diangkat sebagai Komite GRI untuk periode pertama, berdasarkan Surat Keputusan Dewan Komisaris No. KEP-23/KOM-PKT/2024 tanggal 1 November 2024 dengan masa jabatan dari 1 November 2024 s.d 31 Oktober 2026.

**Riwayat Pendidikan**

- Master Degree Majoring Accounting and Development Finance, University of Birmingham, UK (1993)
- Sarjana (SI) Akuntansi, Sekolah Tinggi Akuntansi Negara (1991)

**Sertifikasi Profesi yang Dimiliki**

- Sertifikasi Qualified Risk Governance Professional (QRGP), Cipta Karakter (2024)
- Sertifikat BLMI GRC Masterclass–Pre Proyek Pendanaan dan Post IPO, dari BUMN Leadership & Management Institute (2023)
- Sertifikat BLMI GRC Masterclass–Pemeringkatan & Penerbitan Efek Bersifat Utang & Sukuk (EBUS), dari BUMN Leadership & Management Institute (2003)
- Sertifikat BSE GRC Masterclass–Sosialisasi Pemeringkatan BUMN & Anak Perusahaan BUMN, dari BUMN School of Excellence (2023)

**Pengalaman Kerja**

- Instruktur Internal Auditor di Yayasan Pendidikan Internal Auditor, Jakarta (2012–sekarang)
- Konsultan di bidang GCG, Internal Control Structure, Manajemen Risiko di Quadrant Konsultan, Bandung (2012–sekarang)
- Anggota Komite Audit PT Indonesia Power (2010–2013)
- Anggota Komite Risiko Usaha di PT Perkebunan Nusantara VIII, Bandung (2010–2012)
- Staf Ahli Direktur Utama Bidang Manajemen Risiko di PT Jasa Sarana, Jawa Barat (2010–2011)

**Rangkap Jabatan**

- Instruktur Internal Auditor di Yayasan Pendidikan Internal Auditor, Jakarta (2012–sekarang)
- Konsultan di bidang GCG, Internal Control Structure, Manajemen Risiko di Quadrant Konsultan, Bandung (2012–sekarang)

**Hubungan Afiliasi**

Tidak memiliki hubungan afiliasi dengan Dewan Komisaris, Direksi, dan Pemegang Saham Utama.

**Period and History of Appointment**

Appointed as the GRI Committee for the first period, based on the Decree of the Board of Commissioners No. KEP-23/KOM-PKT/2024 dated November 1, 2024 with a term of office from November 1, 2024 to October 31, 2026.

**Educational Background**

- Master Degree Majoring Accounting and Development Finance, University of Birmingham, UK (1993)
- Bachelor of Accounting, State College of Accountancy (1991)

**Professional Certification**

- Qualified Risk Governance Professional (QRGP) Certification, Cipta Karakter (2024)
- BLMI GRC Masterclass Certificate–Pre Funding Project and Post IPO, from BUMN Leadership & Management Institute (2023)
- BLMI GRC Masterclass Certificate–Rating & Issuance of Debt Securities & Sukuk (EBUS), from BUMN Leadership & Management Institute (2003)
- BSE GRC Masterclass Certificate–Socialization of BUMN & BUMN Subsidiary Ratings, from BUMN School of Excellence (2023)

**Work Experience**

- Internal Auditor Instructor at Internal Auditor Education Foundation, Jakarta (2012–present)
- Consultant in the field of GCG, Internal Control Structure, Risk Management at Quadrant Consultant, Bandung (2012–present)
- Member of the Audit Committee of PT Indonesia Power (2010–2013)
- Member of the Business Risk Committee at PT Perkebunan Nusantara VIII, Bandung (2010–2012)
- Expert Staff to the President Director for Risk Management at PT Jasa Sarana, West Java (2010–2011)

**Concurrent Position**

- Internal Auditor Instructor at Internal Auditor Education Foundation, Jakarta (2012–present)
- Consultant in the field of GCG, Internal Control Structure, Risk Management at Quadrant Consultant, Bandung (2012–present)

**Affiliation**

Has no affiliation with the Board of Commissioners and Board of Directors. However, he has an affiliation with the shareholder, PT Pupuk Indonesia (Persero), through his concurrent position.

## INDEPENDENSI ANGGOTA KOMITE GSRI

Sebagai langkah menjaga independensi pelaksanaan tugas maka seluruh anggota Komite GSRI tidak merangkap jabatan di dalam dan di luar Pupuk Kaltim yang dapat mempengaruhi kemampuan untuk bertindak independen. Berdasarkan hasil pembahasan atas kriteria independensi, maka seluruh anggota Komite GSRI telah memenuhi kriteria independen sebagai berikut.

### Independensi Anggota Komite GSRI

Independence of GSRI Committee Members

| Aspek Independensi                                                                              | Independence Aspect                                                                                                               | Musthofa | Budi Mulia Utama Hasibuan | Wahyu Tantular Tunggal Kuncahyo |
|-------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|----------|---------------------------|---------------------------------|
| Memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi                                   | Having a financial relationship with the Board of Commissioners and the Board of Directors                                        | x        | x                         | x                               |
| Memiliki hubungan kepengurusan di Pupuk Kaltim, Anak Perusahaan maupun Perusahaan afiliasi      | Having a management relationship in Pupuk Kaltim, its subsidiaries and affiliated companies                                       | x        | √ <sup>*)</sup>           | x                               |
| Memiliki hubungan kepemilikan saham di Pupuk Kaltim                                             | Having a share ownership relationship in Pupuk Kaltim                                                                             | x        | x                         | x                               |
| Memiliki hubungan keluarga dengan Dewan Komisaris, Direksi dan/atau sesama anggota Komite Audit | Having a family relationship with the Board of Commissioners, the Board of Directors and/or fellow members of the Audit Committee | x        | x                         | x                               |
| Menjabat sebagai pengurus partai politik dan pejabat Pemerintah Daerah                          | Serving as an administrator of political parties and Local Government officials                                                   | x        | x                         | x                               |

<sup>\*)</sup> Budi Mulia Utama Hasibuan merangkap jabatan sebagai SVP Pengadaan 2 (Strategis) PT Pupuk Indonesia (Persero).  
Budi Mulia Utama Hasibuan concurrently serves as SVP Procurement 2 (Strategic) of PT Pupuk Indonesia (Persero).

√ = ya | x = tidak

## INDEPENDENCE OF GSRI COMMITTEE MEMBERS

To ensure the independence of its duties, all members of the GSRI Committee do not hold concurrent positions within or outside Pupuk Kaltim that could affect their ability to act independently. Based on the review of independence criteria, all GSRI Committee members have met the established independence requirements, as outlined below.

## PEDOMAN KOMITE GSRI

Pelaksanaan tugas Komite GSRI berpedoman pada Piagam GCG-Manajemen Risiko (GCG-MR), Nominasi, Remunerasi, Pengembangan Sumber Daya Manusia, dan Investasi No. KEP-11/KOM-PKT/2018 tanggal 2 Agustus 2018. Pedoman itu berisi tugas, fungsi, masa jabatan, dan program kerja masing-masing anggota Komite GRI agar menjalankan fungsi pengawasan yang kompeten dan independen di Pupuk Kaltim.

## TUGAS DAN TANGGUNG JAWAB KOMITE GSRI

Tugas dan tanggung jawab Komite GRI Pupuk Kaltim adalah membantu tugas Dewan Komisaris dalam bidang GCG-Manajemen Risiko (GCG-MR), Nominasi, Remunerasi, Pengembangan Sumber Daya Manusia, dan Investasi sesuai yang tercantum dalam Piagam Komite GRI, adalah sebagai berikut:

1. Membantu Dewan Komisaris untuk memastikan efektivitas pelaksanaan GCG;
2. Membantu Dewan Komisaris untuk memastikan efektivitas pelaksanaan manajemen risiko;

## GUIDELINES FOR THE GSRI COMMITTEE

The duties of the GSRI Committee are guided by the Charter on Good Corporate Governance – Risk Management (GCG-MR), Nomination, Remuneration, Human Resource Development, and Investment, as stipulated in Decision No. KEP-11/KOM-PKT/2018 dated August 2, 2018. This guideline outlines the responsibilities, functions, tenure, and work programs of each GRI Committee member to ensure competent and independent supervisory functions at Pupuk Kaltim.

## DUTIES AND RESPONSIBILITIES OF THE GSRI COMMITTEE

The duties and responsibilities of the Pupuk Kaltim GRI Committee are to assist the Board of Commissioners in the areas of GCG-Risk Management (GCG-MR), Nomination, Remuneration, Human Resource Development, and Investment as stated in the GRI Committee Charter, as follows:

1. Ensuring the effective implementation of Good Corporate Governance (GCG);
2. Ensuring the effectiveness of risk management implementation;







3. Membantu Dewan Komisaris untuk melakukan penelaahan investasi Perusahaan agar dapat dilaksanakan secara efektif dan efisien;
4. Membantu Dewan Komisaris untuk melakukan penelaah Nominasi, Remunerasi dan Pengembangan Sumber Daya Manusia agar dapat dilaksanakan secara efektif dan efisien;
5. Melaporkan semua hasil-hasil pembahasan dan evaluasi yang telah dilakukan kepada Dewan Komisaris.

3. Reviewing the Company's investment activities to ensure they are carried out efficiently and effectively;
4. Reviewing matters related to nomination, remuneration, and human resource development to ensure they are executed effectively and efficiently;
5. Reporting all discussions and evaluations conducted to the Board of Commissioners.

### RAPAT KOMITE GSRI

Sepanjang tahun 2024, Komite GSRI telah melakukan rapat sebanyak 84 (delapan puluh empat) kali sebagai Komite GRI. Sepanjang periode tersebut, Komite GSRI melaksanakan rapat yang terdiri dari 10 (sepuluh) kali Rapat Dewan Komisaris dan Direksi, 13 (tiga belas) kali Rapat Internal Dewan Komisaris, 33 (tiga puluh tiga) kali Rapat Komite GRI dengan Staf Perusahaan, 10 (sepuluh) kali Rapat Internal komite GRI, dan 13 (tiga belas) kali Rapat antar Organ Pendukung Dewan Komisaris, serta 5 (lima) kali Rapat Organ Pendukung Dewan Komisaris dengan Staf Perusahaan.

Agenda dan risalah rapat internal Komite GSRI selama tahun 2024 adalah sebagai berikut.

### GSRI COMMITTEE MEETINGS

Throughout 2024, the GRI Committee held 84 (eighty-four) meetings as GRI Committee. Throughout the period, the GRI Committee held meetings consisting of 10 (ten) Board of Commissioners and Board of Directors Meetings, 13 (thirteen) Internal Board of Commissioners Meetings, 33 (thirty-three) GRI Committee Meetings with Company Staff, 10 (ten) Internal GRI Committee Meetings, and 13 (thirteen) Meetings between Supporting Organs of the Board of Commissioners, as well as 5 (five) Meetings of Supporting Organs of the Board of Commissioners with Company Staff.

The agendas and minutes of the GSRI Committee's internal meetings in 2024 are as follows:

### Realisasi Rapat Internal Komite GSRI Pupuk Kaltim Tahun 2024

Realisasi Rapat Internal Komite GSRI Pupuk Kaltim Tahun 2024

| No. | Tanggal<br>Date                       | Agenda                                                                                                                                                                                                                                                                                                          | Peserta Rapat<br>Meeting<br>Participants                | Keterangan Ketidakhadiran<br>Komite GSRI<br>GSRI Committee Absence<br>Statement |
|-----|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|---------------------------------------------------------------------------------|
| 1   | 22 Januari 2024<br>January 22, 2024   | 1. Pembahasan tindak lanjut rapat sebelumnya<br>2. Pembahasan Laporan KGRI Tahun 2023<br>3. Kinerja Produksi, Investasi dan Penjualan Tahun 2023<br>1. Discussion of the follow-up to the previous meeting<br>2. Discussion of KGRI Report Year 2023<br>3. Production, Investment and Sales Performance in 2023 | 1. Musthofa<br>2. Wahyu Supriyanto<br>3. Wijaya Laksana |                                                                                 |
| 2   | 21 Februari 2024<br>February 21, 2024 | 1. Pembahasan tindak lanjut rapat sebelumnya<br>2. Pembahasan Kinerja Produksi, Investasi dan Penjualan bulan Januari 2024<br>1. Discussion of follow-up to the previous meeting<br>2. Discussion of Production, Investment and Sales Performance in January 2024                                               | 1. Musthofa<br>2. Wahyu Supriyanto<br>3. Wijaya Laksana |                                                                                 |
| 3   | 22 Maret 2024<br>March 22, 2024       | 1. Pembahasan tindak lanjut rapat sebelumnya<br>2. Pembahasan Kinerja Produksi, Investasi dan Penjualan bulan Februari 2024<br>1. Discussion of follow-up to the previous meeting<br>2. Discussion of Production, Investment and Sales Performance in February 2024                                             | 1. Musthofa<br>2. Wahyu Supriyanto<br>3. Wijaya Laksana |                                                                                 |
| 4   | 23 April 2024<br>April 23, 2024       | 1. Pembahasan tindak lanjut rapat sebelumnya<br>2. Pembahasan Kinerja Produksi, Investasi dan Penjualan bulan Maret 2024<br>1. Discussion of follow-up to the previous meeting<br>2. Discussion of Production, Investment and Sales Performance in March 2024                                                   | 1. Musthofa<br>2. Wahyu Supriyanto<br>3. Wijaya Laksana |                                                                                 |

| No. | Tanggal<br>Date                                                                                         | Agenda                                                                                                                                                                                                                                                                                                                                                                                               | Peserta Rapat<br>Meeting<br>Participants                                                                         | Keterangan Ketidakhadiran<br>Komite GSRI<br>GSRI Committee Absence<br>Statement                                                                                                                                                                   |
|-----|---------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5   | 27 Mei 2024<br>May 27, 2024                                                                             | <ol style="list-style-type: none"> <li>Pembahasan tindak lanjut rapat sebelumnya</li> <li>Pembahasan Kinerja Produksi, Investasi dan Penjualan bulan April 2024</li> <li>Lain-lain</li> </ol> <ol style="list-style-type: none"> <li>Discussion of follow-up to the previous meeting</li> <li>Discussion of Production, Investment and Sales Performance in April 2024</li> <li>Others</li> </ol>    | <ol style="list-style-type: none"> <li>Musthofa</li> <li>Yetty Endarwati</li> <li>Budi Mulia Hasibuan</li> </ol> |                                                                                                                                                                                                                                                   |
| 6   | 21 Juni 2024<br>June 21, 2024                                                                           | <ol style="list-style-type: none"> <li>Pembahasan tindak lanjut rapat sebelumnya</li> <li>Pembahasan Kinerja Produksi, Investasi dan Penjualan bulan Mei 2024</li> </ol> <ol style="list-style-type: none"> <li>Discussion of follow-up to the previous meeting</li> <li>Discussion of Production, Investment and Sales Performance in May 2024</li> </ol>                                           | <ol style="list-style-type: none"> <li>Musthofa</li> <li>Yetty Endarwati</li> <li>Budi Mulia Hasibuan</li> </ol> |                                                                                                                                                                                                                                                   |
| 7   | 23 Juli 2024<br>July 23, 2024                                                                           | <ol style="list-style-type: none"> <li>Pembahasan tindak lanjut rapat sebelumnya</li> <li>Pembahasan Kinerja Produksi, Investasi dan Penjualan bulan Juni 2024</li> </ol> <ol style="list-style-type: none"> <li>Discussion of follow-up to the previous meeting</li> <li>Discussion of Production, Investment and Sales Performance in June 2024</li> </ol>                                         | <ol style="list-style-type: none"> <li>Musthofa</li> <li>Yetty Endarwati</li> <li>Budi Mulia Hasibuan</li> </ol> |                                                                                                                                                                                                                                                   |
| 8   | 16 Agustus 2024<br>August 16, 2024                                                                      | <ol style="list-style-type: none"> <li>Pembahasan tindak lanjut rapat sebelumnya</li> <li>Pembahasan Kinerja Produksi, Investasi dan Penjualan bulan Juli 2024</li> <li>Lain-lain</li> </ol> <ol style="list-style-type: none"> <li>Discussion of follow-up to the previous meeting</li> <li>Discussion of Production, Investment and Sales Performance in July 2024</li> <li>Others</li> </ol>      | <ol style="list-style-type: none"> <li>Musthofa</li> <li>Yetty Endarwati</li> <li>Budi Mulia Hasibuan</li> </ol> |                                                                                                                                                                                                                                                   |
| 9   | 19 September 2024<br>September 19, 2024                                                                 | <ol style="list-style-type: none"> <li>Pembahasan tindak lanjut rapat sebelumnya</li> <li>Pembahasan Kinerja Produksi, Investasi dan Penjualan bulan Agustus 2024</li> <li>Lain-lain</li> </ol> <ol style="list-style-type: none"> <li>Discussion of follow-up to the previous meeting</li> <li>Discussion of Production, Investment and Sales Performance in August 2024</li> <li>Others</li> </ol> | <ol style="list-style-type: none"> <li>Musthofa</li> <li>Yetty Endarwati</li> <li>Budi Mulia Hasibuan</li> </ol> |                                                                                                                                                                                                                                                   |
| 10  | 21 Oktober 2024<br>October 21, 2024                                                                     | <ol style="list-style-type: none"> <li>Pembahasan tindak lanjut rapat sebelumnya</li> <li>Pembahasan Kinerja Produksi, Investasi dan Penjualan bulan September 2024</li> </ol> <ol style="list-style-type: none"> <li>Discussion of follow-up to the previous meeting</li> <li>Discussion of Production, Investment and Sales Performance in September 2024</li> </ol>                               | <ol style="list-style-type: none"> <li>Musthofa</li> <li>Yetty Endarwati</li> <li>Budi Mulia Hasibuan</li> </ol> |                                                                                                                                                                                                                                                   |
| 11  | November tidak ada rapat karena perubahan nomenklatur<br>November no meeting due to nomenclature change |                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                  | Pergantian nomenklatur Komite GRI menjadi Komite GSRI, & pergantian anggota komite, ditiadakan rapat.<br>The change in the nomenclature of the GRI Committee to the GSRI Committee, & the change in committee members, was not held at a meeting. |
| 12  | Desember tidak ada rapat karena perubahan nomenklatur<br>December no meeting due to nomenclature change |                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                  | Pergantian nomenklatur Komite GRI menjadi Komite GSRI, & pergantian anggota komite, ditiadakan rapat.<br>The change in the nomenclature of the GRI Committee to the GSRI Committee, & the change in committee members, was not held at a meeting. |

Frekuensi dan kehadiran anggota Komite GSRI dalam rapat internal Komite GSRI selama tahun 2024 adalah sebagai berikut.

The frequency and attendance of GSRI Committee members in internal GSRI Committee meetings during 2024 are as follows.





## Frekuensi dan Kehadiran Rapat Internal Komite GSRI Pupuk Kaltim Tahun 2024

Frekuensi dan Kehadiran Rapat Internal Komite GSRI Pupuk Kaltim Tahun 2024

| Nama<br>Name                                         | Jabatan<br>Position                                          | Jumlah Wajib<br>Rapat pada<br>Saat Menjabat<br>Number of<br>Mandatory<br>Meetings during<br>Office | Jumlah<br>Kehadiran<br>Number of<br>Attendance | Jumlah<br>Ketidakhadiran<br>Number of<br>Absences | Persentase<br>Kehadiran<br>Percentage<br>of<br>Attendance<br>(%) |
|------------------------------------------------------|--------------------------------------------------------------|----------------------------------------------------------------------------------------------------|------------------------------------------------|---------------------------------------------------|------------------------------------------------------------------|
| Musthofa                                             | Ketua/Komisaris Independen<br>Chair/Independent Commissioner | 10                                                                                                 | 10                                             | -                                                 | 100                                                              |
| Budi Mulia Utama<br>Hasibuan <sup>**) </sup>         | Anggota<br>Member                                            | 6                                                                                                  | 6                                              | -                                                 | 100                                                              |
| Yetty Endarwati <sup>****) </sup>                    | Anggota<br>Member                                            | 6                                                                                                  | 6                                              | -                                                 | 100                                                              |
| Wahyu Supriyanto <sup>^) </sup>                      | Anggota<br>Member                                            | 4                                                                                                  | 4                                              | -                                                 | 100                                                              |
| Wijaya Laksana <sup>^) </sup>                        | Anggota<br>Member                                            | 4                                                                                                  | 4                                              | -                                                 | 100                                                              |
| Wahyu Tantular<br>Tunggul Kuncahyo <sup>****) </sup> | Anggota<br>Member                                            | -                                                                                                  | -                                              | -                                                 | -                                                                |
| Rata-rata   Average                                  |                                                              |                                                                                                    |                                                |                                                   | 100                                                              |

<sup>^)</sup> Wahyu Supriyanto dan Wijaya Laksana tidak lagi menjabat sejak 30 April 2024.

Wahyu Supriyanto and Wijaya Laksana will no longer serve as of April 30, 2024.

<sup>\*\*)</sup>  Budi Mulia Utama Hasibuan menjabat sejak 1 Mei 2024.

Budi Mulia Utama Hasibuan has served since May 1, 2024.

<sup>\*\*\*\*)</sup>  Yetty Endarwati menjabat sejak 1 Mei 2024 dan tidak lagi menjabat sejak 1 November 2024.

Yetty Endarwati has served since May 1, 2024 and will no longer serve since November 1, 2024.

<sup>\*\*\*\*)</sup>  Wahyu Tantular Tunggul Kuncahyo menjabat sejak 1 November 2024.

Wahyu Tantular Tunggul Kuncahyo has served since November 1, 2024.

Frekuensi dan kehadiran Komite GRI dalam Rapat Gabungan selama tahun 2024 adalah sebagai berikut.

The frequency and attendance of the GRI Committee at Joint Meetings during 2024 are as follows.

## Frekuensi Kehadiran Komite GSRI dalam Rapat Gabungan Tahun 2024

Frekuensi Kehadiran Komite GSRI dalam Rapat Gabungan Tahun 2024

| Nama<br>Name                                         | Jabatan<br>Position | Rapat Gabungan dengan<br>Joint Meeting with    |                                                                                            |                                                                                           |                                       |                              |                                                                               |
|------------------------------------------------------|---------------------|------------------------------------------------|--------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|---------------------------------------|------------------------------|-------------------------------------------------------------------------------|
|                                                      |                     | Dewan<br>Komisaris<br>Board of<br>Commissioner | Dewan<br>Komisaris dan<br>Direksi<br>Board of<br>Commissioner<br>and Board of<br>Directors | Komite dan<br>Manajemen<br>Pupuk Kaltim<br>Pupuk Kaltim<br>Committee<br>and<br>Management | Rapat Internal<br>Internal<br>Meeting | Internal OPD<br>OPD Internal | OPD dan<br>Manajemen<br>Pupuk Kaltim<br>Pupuk Kaltim<br>OPD and<br>Management |
| Musthofa                                             | Ketua<br>Chair      | 13                                             | 10                                                                                         | 33                                                                                        | 10                                    | -                            | -                                                                             |
| Budi Mulia Utama<br>Hasibuan <sup>**) </sup>         | Anggota<br>Member   | 2                                              | 2                                                                                          | 9                                                                                         | 10                                    | 5                            | 1                                                                             |
| Yetty Endarwati <sup>****) </sup>                    | Anggota<br>Member   | 6                                              | 5                                                                                          | 19                                                                                        | 10                                    | 5                            | 1                                                                             |
| Wahyu<br>Supriyanto <sup>^) </sup>                   | Anggota<br>Member   | 8                                              | 10                                                                                         | 33                                                                                        | 4                                     | 6                            | 1                                                                             |
| Wijaya Laksana <sup>^) </sup>                        | Anggota<br>Member   | 2                                              | 2                                                                                          | 4                                                                                         | 4                                     | 2                            | 1                                                                             |
| Wahyu Tantular<br>Tunggul Kuncahyo <sup>****) </sup> | Anggota<br>Member   | -                                              | -                                                                                          | -                                                                                         | -                                     | -                            | -                                                                             |

<sup>^)</sup> Wahyu Supriyanto dan Wijaya Laksana tidak lagi menjabat sejak 30 April 2024.

Wahyu Supriyanto and Wijaya Laksana will no longer serve as of April 30, 2024.

<sup>\*\*)</sup>  Budi Mulia Utama Hasibuan menjabat sejak 1 Mei 2024.

Budi Mulia Utama Hasibuan has served since May 1, 2024.

<sup>\*\*\*\*)</sup>  Yetty Endarwati menjabat sejak 1 Mei 2024 dan tidak lagi menjabat sejak 1 November 2024.

Yetty Endarwati has served since May 1, 2024 and will no longer serve since November 1, 2024.

<sup>\*\*\*\*)</sup>  Wahyu Tantular Tunggul Kuncahyo menjabat sejak 1 November 2024.

Wahyu Tantular Tunggul Kuncahyo has served since November 1, 2024.

## PENGEMBANGAN KOMPETENSI KOMITE GSRI

Pelaksanaan program pendidikan atau pelatihan bagi Komite GRI diselenggarakan untuk meningkatkan kompetensi. Rincian realisasi pelatihan bagi Komite GRI pada tahun 2024 disampaikan sebagaimana terlampir di bawah ini.

### Pengembangan Kompetensi Komite GSRI

#### GSRI Committee Competency Development

| Nama<br>Name                                                                                                                                                                                                                                                                                                                                              | Jabatan<br>Position | Materi Kegiatan Pelatihan dan Pengembangan<br>Training and Development Activity Materials | Tanggal<br>Date                       | Penyelenggara<br>Organizer |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------------------------------------------------------------------------------|---------------------------------------|----------------------------|
| Pengembangan kompetensi Ketua Komite GSRI, Musthofa, dapat dilihat pada bagian “Pengembangan Kompetensi Dewan Komisaris” dalam Laporan Tahunan ini.<br>The development of the competency of the Chairman of the GSRI Committee, Musthofa, can be seen in the “Development of the Competency of the Board of Commissioners” section in this Annual Report. |                     |                                                                                           |                                       |                            |
| Wahyu Tantar Tunggul Kuncachyo                                                                                                                                                                                                                                                                                                                            | Anggota<br>Member   | Financial Contingency Plan (FCP) Pupuk Kaltim                                             | 16 Desember 2024<br>December 16, 2024 | RSM Indonesia              |
| Budi Mulia Utama Hasibuan                                                                                                                                                                                                                                                                                                                                 | Anggota<br>Member   | Pelatihan Qualified Risk Governance Professional (QRGP)                                   | 14 November 2024<br>November 14, 2024 | LSP MKS                    |

## COMPETENCY DEVELOPMENT OF THE GSRI COMMITTEE

The implementation of education and training programs for the GRI Committee is conducted to enhance its competencies. The details of the training programs undertaken by the GRI Committee in 2024 are presented in the attached report below.

## PELAKSANAAN TUGAS KOMITE GSRI

Pelaksanaan tugas Komite GSRI dilaporkan dalam rapat yang dilakukan secara berkala. Berikut laporan pelaksanaan tugas Komite GSRI selama tahun 2024.

## IMPLEMENTATION OF GSRI COMMITTEE DUTIES

The execution of the GSRI Committee’s duties is reported in periodic meetings. The following is the report on the GSRI Committee’s duty implementation throughout 2024.

### Realisasi Pelaksanaan Tugas Komite GSRI Tahun 2024

#### Realisasi Pelaksanaan Tugas Komite GSRI Tahun 2024

| No. | Program                                                                                                                                                                                                                                    | Realisasi<br>Realization                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | Pembahasan kinerja Triwulanan bidang <i>Good Corporate Governance</i> (GCG)<br>Quarterly performance discussion in the field of Good Corporate Governance (GCG)                                                                            | <ul style="list-style-type: none"> <li>Melakukan kajian/<i>review</i> atas efektivitas pelaksanaan GCG, melakukan monitor tindak lanjut <i>Area of Improvement</i> hasil asesmen eksternal tahun 2023, dan rencana asesmen berikutnya</li> <li>Melaporkan hasil kajian dan analisis</li> <li>Conduct studies/<i>reviews</i> on the effectiveness of GCG implementation, monitor the follow-up of Areas of Improvement from the external assessment results in 2023, and plan for the next assessment.</li> <li>Report the results of the study and analysis.</li> </ul>                                                    |
| 2   | Pembahasan kinerja Triwulanan bidang Manajemen Risiko<br>Discussion of Quarterly performance in Risk Management                                                                                                                            | <ul style="list-style-type: none"> <li>Melakukan kajian/<i>review</i> atas efektivitas pedoman/kebijakan/prosedur Manajemen Risiko dalam mitigasi <i>risk profile/business process risk/strategic risk, assesment maturity level</i>, monitor perubahan <i>risk profile</i></li> <li>Melaporkan hasil kajian dan analisis</li> <li>Conduct a review of the effectiveness of Risk Management guidelines/policies/procedures in mitigating risk profile/business process risk/strategic risk, assessing maturity level, monitoring changes in risk profile.</li> <li>Report the results of the study and analysis</li> </ul> |
| 3   | Pembahasan kinerja Triwulanan bidang Investasi (Pengembangan/Partisipasi Anak Perusahaan/Perusahaan Patungan)<br>Discussion of Quarterly performance in the field of Investment (Development/Participation of Subsidiaries/Joint Ventures) | <ul style="list-style-type: none"> <li>Melakukan kajian/<i>review</i> atas progres rencana Investasi, monitor kinerja Investasi yang telah disetujui, kendala permasalahan, dan efektivitas tindak lanjutnya</li> <li>Melaporkan hasil kajian dan analisis</li> <li>Conduct a review of the progress of the Investment plan, monitor the performance of approved Investments, problem constraints, and the effectiveness of the follow-up.</li> <li>Report the results of the study and analysis</li> </ul>                                                                                                                |
| 4   | Pembahasan kinerja Triwulanan bidang Pengembangan SDM<br>Quarterly performance discussion on HR Development                                                                                                                                | <ul style="list-style-type: none"> <li>Melakukan kajian/<i>review</i> atas rencana Pengembangan SDM, monitor kinerja Pengembangan SDM yang telah direncanakan, kendala permasalahan dan efektivitas tindak lanjutnya</li> <li>Melaporkan hasil kajian dan analisis</li> <li>Conduct a review of the HR Development plan, monitor the performance of HR Development that has been planned, problem constraints and the effectiveness of the follow-up.</li> <li>Report the results of the study and analysis</li> </ul>                                                                                                     |





| No. | Program                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Realisasi<br>Realization                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5   | Pembahasan kinerja Triwulanan bidang Pengelolaan Anak Perusahaan<br>Discussion of Quarterly performance in the field of Subsidiary Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>Melakukan kajian/reviu atas Pengelolaan anak perusahaan, monitor kinerja Pengelolaan anak perusahaan yang telah direncanakan, kendala permasalahan dan efektivitas tindak lanjutnya</li> <li>Melaporkan hasil kajian dan analisis</li> <li>Conduct a review of the Management of subsidiaries, monitor the performance of the Management of subsidiaries that have been planned, problem constraints and the effectiveness of follow-up</li> <li>Report the results of the study and analysis</li> </ul> |
| 6   | Telaah tindak lanjut hasil asesmen BPKP terhadap Area of Improvement hasil asesmen GCG Aspek Dewan Komisaris tahun 2023<br>Review of the follow-up of the BPKP assessment results on the Areas of Improvement of the GCG Aspect of the Board of Commissioners assessment results in 2023                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>Melakukan kajian/reviu atas tindak lanjut Area of Improvement hasil asesmen Aspek Dewan Komisaris</li> <li>Melaporkan hasil kajian dan analisis</li> <li>Conducting review/reviu on the follow-up of Area of Improvement of the Board of Commissioners' Aspect Assessment results.</li> <li>Report the results of the review and analysis</li> </ul>                                                                                                                                                     |
| 7   | <p>Telaah 12 item pembahasan dan monitoring tindak lanjut hasil reviu Kebijakan/Prosedur/Visi Misi Perusahaan di tahun 2023, yang mencakup:</p> <ol style="list-style-type: none"> <li>Kebijakan SDM dan pelaksanaan,</li> <li>Pembahasan remunerasi Direksi,</li> <li>Kebijakan WBS dan pelaksanaannya,</li> <li>Kepatuhan Direksi terhadap peraturan perundangan dan perjanjian pihak ketiga,</li> <li>Kebijakan TI dan pelaksanaan,</li> <li>Telaah kesesuaian Visi Misi Perusahaan,</li> <li>Kebijakan anak perusahaan/perusahaan patungan,</li> <li>Kebijakan Pengadaan Barang dan Jasa,</li> <li>Kebijakan/Rancangan SPIP,</li> <li>Kebijakan Akuntansi dan Pelaporan Laporan Keuangan,</li> <li>Kebijakan Mutu dan Pelayanan,</li> <li>Kebijakan Manajemen Risiko dan pelaksanaannya.</li> <li>Kebijakan Produksi dan Pemeliharaan</li> <li>Kebijakan Pemasaran</li> <li>Kebijakan TJSL/CSR</li> </ol> <p>Review of 12 discussion items and monitoring of follow-up actions on the results of the Company's Policy/Procedure/Vision and Mission review in 2023, which include:</p> <ol style="list-style-type: none"> <li>HR policy and implementation,</li> <li>Discussion of Board of Directors' remuneration,</li> <li>WBS policy and its implementation,</li> <li>Board of Directors' compliance with laws and regulations and third party agreements,</li> <li>IT policy and implementation,</li> <li>Review of the Company's Vision and Mission compliance,</li> <li>Subsidiary/joint venture policy,</li> <li>Procurement of Goods and Services Policy,</li> <li>SPIP Policy/Draft,</li> <li>Accounting and Financial Reporting Policy,</li> <li>Quality and Service Policy,</li> <li>Risk Management Policy and its implementation.</li> <li>Production and Maintenance Policy</li> <li>Marketing Policy</li> <li>TJSL/CSR Policy</li> </ol> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 8   | Pembahasan usulan investasi (sesuai penugasan Dewan Komisaris) atas proyek investasi/penyertaan anak perusahaan/perusahaan patungan yang memerlukan persetujuan/tanggapan tertulis Dewan Komisaris<br>Discussion of investment proposals (as assigned by the Board of Commissioners) on investment projects/participation in subsidiaries/joint ventures that require written approval/response from the Board of Commissioners                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>Melakukan reviu usulan investasi</li> <li>Melaporkan hasil reviu</li> <li>Conduct investment proposal reviews</li> <li>Report review results</li> </ul>                                                                                                                                                                                                                                                                                                                                                  |
| 9   | Mengikuti Pelatihan/Seminar bidang terkait dengan tugas Komite GRI<br>Attending training/seminars in fields related to the duties of the GRI Committee                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>Mengikut pelatihan/seminar</li> <li>Melaporkan hasil pelatihan/seminar</li> <li>Attend training/seminars</li> <li>Report training/seminar results</li> </ul>                                                                                                                                                                                                                                                                                                                                             |



| No. | Program                                                                                                                                                                                                                                                                                                                                            | Realisasi<br>Realization                                                                                                                                                                                                                                                         |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10  | Evaluasi dan penyusunan Rencana Kerja Anggaran (RKA) Komite GRI<br>Evaluation and preparation of the GRI Committee Work Budget Plan (RKA)                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>Melakukan evaluasi hasil kerja tahun 2024</li> <li>Melaporkan hasil evaluasi dan rencana kerja</li> <li>Conduct an evaluation of the 2024 work results</li> <li>Report the evaluation results and work plan</li> </ul>                    |
| 11  | Menyusun Laporan Komite GRI tahun 2023, Triwulan I s.d III tahun 2024<br>Preparing the GRI Committee Report for 2023, Quarter I to III of 2024                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>Melakukan evaluasi realisasi kerja dibandingkan dengan program kerja</li> <li>Melaporkan hasil evaluasi</li> <li>Conduct evaluation of work realization compared to work program</li> <li>Report evaluation results</li> </ul>            |
| 12  | Membantu menyusun Laporan Tahunan Tugas Pengawasan Dewan Komisaris Tahun 2023 dan Laporan Tugas Pengawasan Dewan Komisaris Triwulan I s.d III 2024<br>Assist in compiling the Annual Report of the Board of Commissioners' Supervisory Duties for 2023 and the Report of the Board of Commissioners' Supervisory Duties for Quarters I to III 2024 | Memberikan kontribusi masukan kepada Sekretaris Dewan Komisaris sesuai penugasan Dewan Komisaris<br>Provide input contributions to the Secretary of the Board of Commissioners as assigned by the Board of Commissioners                                                         |
| 13  | Melaksanakan tugas lainnya oleh Dewan Komisaris sesuai dengan kebutuhan<br>Carrying out other duties by the Board of Commissioners as needed                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>Evaluasi atas tugas lainnya yang ditugaskan oleh Dewan Komisaris</li> <li>Melaporkan hasil evaluasi</li> <li>Evaluation of other tasks assigned by the Board of Commissioners</li> <li>Reporting the results of the evaluation</li> </ul> |

## PENILAIAN KINERJA KOMITE GSRI

Penilaian kinerja Komite GSRI sebagai Komite GRI, sesuai dengan Piagam Komite GRI dilakukan oleh Dewan Komisaris setiap 1 (satu) tahun sekali. Metode penilaian kinerja tersebut berdasarkan realisasi dan penyelesaian program kerja yang telah tersusun dalam RKA tahunan Komite GRI yang dilaporkan secara triwulanan maupun tahunan dalam laporan Komite.

Rincian evaluasi kinerja anggota Komite GRI tahun 2024 sebagai berikut.

## PERFORMANCE EVALUATION OF THE GSRI COMMITTEE

In accordance with the GSRI Committee Charter, the performance evaluation of GSRI Committee members is conducted annually by the Board of Commissioners. The evaluation method is based on the realization and completion of work programs outlined in the GRI Committee's annual work plan (RKA), which are reported on a quarterly and annual basis in the GRI Committee.

The details of the performance evaluation of GRI Committee members in 2024 are as follows.

### Evaluasi Kinerja Anggota Komite GSRI Tahun 2024

#### GSRI Committee Member Performance Evaluation 2024

| No. | Uraian                                                                                                | Description                                                                                                                | Budi Mulia<br>Utama<br>Hasibuan | Wahyu<br>Kuncahyo |
|-----|-------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|---------------------------------|-------------------|
| 1   | Memiliki integritas yang baik dan pengetahuan serta pengalaman kerja yang cukup di bidang pengawasan. | Have good integrity and sufficient knowledge and work experience in the field of supervision.                              | 92,33                           | 95,67             |
| 2   | Mampu berkomunikasi dengan Dewan Komisaris dan Organ Pendukung Dewan Komisaris serta Staf Perusahaan. | Able to communicate with the Board of Commissioners and Supporting Organs of the Board of Commissioners and Company Staff. | 89,50                           | 94,33             |
| 3   | Dapat menyediakan waktu yang cukup untuk menyelesaikan tugasnya.                                      | Can provide sufficient time to complete his/her duties.                                                                    | 84,00                           | 96,50             |
| 4   | Memiliki latar belakang pendidikan atau memiliki keahlian di bidang akuntansi atau keuangan.          | Have an educational background or have expertise in accounting or finance.                                                 | 87,00                           | 92,17             |
| 5   | Memahami industri/bisnis Perusahaan.                                                                  | Understand the Company's industry/business.                                                                                | 91,33                           | 91,00             |
| 6   | Melaksanakan tugas sesuai dengan Rencana Kerja Komite dan tugas-tugas dari Dewan Komisaris.           | Carry out duties in accordance with the Committee Work Plan and the duties of the Board of Commissioners.                  | 90,50                           | 97,17             |
| 7   | Menyampaikan laporan evaluasi kinerja bulanan sesuai jadwal.                                          | Submit monthly performance evaluation reports according to schedule.                                                       | 88,50                           | 89,00             |





| No.                                      | Uraian                                                                       | Description                                                                        | Budi Mulia<br>Utama<br>Hasibuan | Wahyu<br>Kuncahyo |
|------------------------------------------|------------------------------------------------------------------------------|------------------------------------------------------------------------------------|---------------------------------|-------------------|
| 8                                        | Menyampaikan secara rutin hal-hal yang memerlukan perhatian Dewan Komisaris. | Routinely submit matters that require the attention of the Board of Commissioners. | 88,00                           | 89,50             |
| 9                                        | Menyampaikan Laporan Triwulan Komite sesuai jadwal.                          | Submit the Committee's Quarterly Report according to schedule.                     | 89,00                           | 94,17             |
| 10                                       | Menyampaikan Laporan Tahunan Komite sesuai jadwal.                           | Submit the Committee's Annual Report according to schedule.                        | 89,00                           | 94,33             |
| <b>Total Nilai<br/>Total Value</b>       |                                                                              |                                                                                    | <b>889,17</b>                   | <b>933,83</b>     |
| <b>Rata-rata Nilai<br/>Average Value</b> |                                                                              |                                                                                    | <b>88,92</b>                    | <b>93,38</b>      |

### KEBIJAKAN REMUNERASI KOMITE GSRI

Sesuai yang tercantum pada Piagam Komite GRI, penghasilan anggota Komite GRI ditetapkan oleh Dewan Komisaris dengan memperhatikan kemampuan Perusahaan. Penghasilan Komite GRI berupa honorarium dengan jumlah maksimal 20% dari gaji Direktur Utama dengan ketentuan pajak ditanggung Perusahaan dan tidak diperkenankan menerima penghasilan lainnya selain honorarium tersebut.

### REMUNERATION POLICY OF THE GSRI COMMITTEE

As stipulated in the GRI Committee Charter, the remuneration of GRI Committee members is determined by the Board of Commissioners, taking into account the Company's financial capacity. The remuneration is provided in the form of an honorarium, with a maximum amount set at 20% of the President Director's salary. This honorarium is subject to taxation, which is borne by the Company, and members are not permitted to receive any additional income beyond this honorarium.



## Komite Pemantau Risiko (KPR)

### Risk Monitoring Committee (KPR)

Berdasarkan penetapan klasifikasi Perusahaan berdasarkan Peraturan PER-2/MBU/03/2023 sebagai Anak Perusahaan BUMN dengan Kategori Individu dan Klasifikasi Sistemik A, Pupuk Kaltim diwajibkan membentuk salah satunya Komite Pemantau Risiko atau yang disingkat "KPR" yang juga merangkap sebagai Komite Tata Kelola Terintegrasi (KTKT) melalui surat No. 170/DK/MR/DPKT01/ET/202) perihal Laporan Penambahan dan Penyesuaian Komite Dewan Komisaris PT Pupuk Kalimantan Timur tanggal 31 Oktober 2024.

In accordance with the classification of the Company as determined by Regulation PER-2/MBU/03/2023, which designates Pupuk Kaltim as a State-Owned Enterprise (SOE) subsidiary under the Individual Category with Systemic Classification A, the Company is required to establish, among other committees, a Risk Monitoring Committee (KPR). The KPR also serves as the Integrated Governance Committee, as stipulated in Letter No. 170/DK/MR/DPKT01/ET/2024 regarding the Report on the Addition and Adjustment of the Board of Commissioners' Committees at PT Pupuk Kalimantan Timur, dated October 31, 2024.

#### SUSUNAN DAN PROFIL ANGGOTA KPR

#### COMPOSITION AND PROFILES OF KPR MEMBERS

| Nama<br>Name    | Jabatan<br>Position                                                       | Dasar Pengangkatan<br>Basis of Appointment                                                                                                                             | Masa Jabatan dan<br>Periode Jabatan<br>Term of Office and<br>Period of Office                                                   |
|-----------------|---------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|
| Sukardi Rinakit | Ketua/Komisaris<br>Independen<br>Chairman/<br>Independent<br>Commissioner | Surat Keputusan Dewan Komisaris No. KEP-22/KOM-PKT/2024 tanggal 1 November 2024<br>Decree of the Board of Commissioners No. KEP-22/KOM-PKT/2024 dated November 1, 2024 | masa jabatan mengikuti jabatan sebagai Dewan Komisaris<br>term of office following the term of office as Board of Commissioners |
| Yetty Endarwati | Anggota<br>Member                                                         | Surat Keputusan Dewan Komisaris No KEP-27/KOM-PKT/2024 tanggal 1 November 2024<br>Decree of the Board of Commissioners No. KEP-27/KOM-PKT/2024 dated November 1, 2024  | 1 November 2024-30 April 2027<br>Periode Pertama<br>November 1, 2024-April 30, 2027<br>First Period                             |
| Jemitra         | Anggota/Pihak<br>Independen<br>Member/<br>Independent<br>Party            | Surat Keputusan Dewan Komisaris No KEP-25/KOM-PKT/2024 tanggal 1 November 2024<br>Decree of the Board of Commissioners No. KEP-25/KOM-PKT/2024 dated November 1, 2024  | 1 November 2024-31 Oktober 2026<br>Periode Pertama<br>November 1, 2024-October 31, 2026<br>First Period                         |



**Sukardi Rinakit**

Ketua KPR

Profil Ketua Komite Pemantau Risiko, Sukardi Rinakit, dapat dilihat pada bagian Profil Dewan Komisaris dalam bab Profil Perusahaan.

**Sukardi Rinakit**

Chairman of KPR

The profile of the Chairman of the GRI Committee, Musthofa, can be found in the Board of Commissioners Profile section in the Company Profile chapter.

**Yetty Endarwati****Anggota KPR**  
KPR Member**Periode Jabatan: 1 November 2024–30 April 2027, Periode Pertama**  
Term of Office: November 1, 2024–April 30, 2027, First Period**Kewarganegaraan | Citizenship**  
Indonesia**Usia | Age**  
**48 tahun**  
48 years old**Kelahiran | Born**  
**Boyolali, 10 Oktober 1976**  
Boyolali, October 10, 1976**Domisili | Domicile**  
**Jakarta, Indonesia**  
Jakarta, Indonesia**Periode Penunjukan**

Diangkat kembali sebagai KPR untuk periode pertama, berdasarkan Surat Keputusan Dewan Komisaris No. KEP-27/KOM-PKT/2024 tanggal 1 November 2024 dengan masa jabatan dari 1 November 2024 s.d 30 April 2027.

**Riwayat Pendidikan**

Sarjana (S1) Teknik Informatikan, Institut Teknologi Sepuluh Nopember

**Sertifikasi Profesi yang Dimiliki**

- Sertifikasi Qualified Risk Governance Professional (QRGP), Cipta Karakter (2024)
- Sertifikasi Certified Chief Compliance Officer (CCCO), LSP MKS (2024)
- Sertifikasi Qualified Risk Management Professional, CRMS (2021)

**Pengalaman Kerja**

- SPM Digitalisasi & Data Science di PT Pupuk Indonesia (Persero) (2023–sekarang)
- SPM Data Science di PT Pupuk Indonesia (Persero) (2020–2023)
- VP Sistem Bisnis I di PT Pupuk Indonesia (Persero) (2018–2020)
- VP Pengembangan Sistem di PT Pupuk Indonesia (Persero) (2016–2018)
- Staf IT di PT Pupuk Indonesia (Persero) (2015–2016)
- Staf Departemen TI Wakil Manager PMO & QA ERP di PT Pupuk Kalimantan Timur (2015–2016)
- Kepala Bagian Dukungan Sistem Aplikasi di PT Pupuk Kalimantan Timur (2012–2013)
- Staf Sistem Aplikasi Jaringan di PT Pupuk Kalimantan Timur (2003–2012)

**Rangkap Jabatan**

SPM Digitalisasi & Data Science di PT Pupuk Indonesia (Persero) (2023–sekarang)

**Hubungan Afiliasi**

Tidak memiliki hubungan afiliasi dengan Dewan Komisaris dan Direksi. Namun demikian, beliau memiliki hubungan afiliasi dengan Pemegang Saham, PT Pupuk Indonesia (Persero), melalui rangkap jabatan yang diemban.

**Period and History of Appointment**

Reappointed as KPR for the first period, based on the Decree of the Board of Commissioners No. KEP-27/KOM-PKT/2024 dated November 1, 2024 with a term of office from November 1, 2024 to April 30, 2027.

**Educational Background**

Bachelor of Informatics Engineering, Sepuluh Nopember Institute of Technology

**Professional Certification**

- Qualified Risk Governance Professional (QRGP) Certification, Cipta Karakter (2024)
- Certified Chief Compliance Officer (CCCO) Certification, LSP MKS (2024)
- Qualified Risk Management Professional Certification, CRMS (2021)

**Work Experience**

- SPM Digitalization & Data Science at PT Pupuk Indonesia (Persero) (2023–present)
- SPM Data Science at PT Pupuk Indonesia (Persero) (2020–2023)
- VP Business System I at PT Pupuk Indonesia (Persero) (2018–2020)
- VP System Development at PT Pupuk Indonesia (Persero) (2016–2018)
- IT Staff at PT Pupuk Indonesia (Persero) (2015–2016)
- IT Department Staff Deputy Manager PMO & QA ERP at PT Pupuk Kalimantan Timur (2015–2016)
- Head of Application System Support at PT Pupuk Kalimantan Timur (2012–2013)
- Network Application System Staff at PT Pupuk Kalimantan Timur (2003–2012)

**Concurrent Position**

SPM Digitalization & Data Science at PT Pupuk Indonesia (Persero) (2023–present)

**Affiliation**

Has no affiliation with the Board of Commissioners and Board of Directors. However, he has an affiliation with the Shareholder, PT Pupuk Indonesia (Persero), through his concurrent position.



## Jemitra

**Anggota KPR/Pihak Independen**  
KPR Member/Independent Party

**Periode Jabatan: 1 November 2024–31 Oktober 2026, Periode Pertama**  
Term of Office: November 1, 2024–October 31, 2026, First Period

**Kewarganegaraan | Citizenship**  
Indonesia

**Usia | Age**  
**53 tahun**  
53 years old

**Kelahiran | Born**  
**Jakarta, 8 Desember 1971**  
Jakarta, December 8, 1971

**Domisili | Domicile**  
**Bekasi, Jawa Barat, Indonesia**  
Bekasi, West Java, Indonesia

### Periode Penunjukan

Diangkat sebagai KPR untuk periode Pertama, berdasarkan Surat Keputusan Dewan Komisaris No. No KEP-25/KOM-PKT/2024 dengan masa jabatan dari 1 November 2024 sampai dengan 31 Oktober 2026.

### Riwayat Pendidikan

Sarjana (SI) Bidang Manajemen, Universitas Indonesia, Jakarta (1996)

### Sertifikasi Profesi yang Dimiliki

- Sertifikasi Qualified Risk Governance Professional (QRGP), dari LSP MKS Indonesia (2023)
- Sertifikat BLMI GRC Masterclass–Pre Proyek Pendanaan dan Post IPO, dari BUMN Leasershship & Management Institute, (2023)
- Sertifikat BLMI GRC Masterclass–Pemeringkatan & Penerbitan Efek Bersifat Utang & Sukuk (EBUS), dari BUMN Leasershship & Management Institute, (2023)
- Sertifikat GRC Integrated Information For Supervisory Board, dari BUMN School of Excellence, (2023)
- Sertifikat ESG For Board–Governance of ESG, dari BUMN School of Excellence, (2023)

### Pengalaman Kerja

- Kepala Divisi Pendukung Operasi Manajemen Risiko dan Kepatuhan di PT Asuransi Chubb Syariah Indonesia (2014–2018)
- Kepala Divisi Satuan Audit Internal di PT Asuransi Chubb Syariah Indonesia (2012–2014)
- Asisten Vice President Departemen Kebijakan dan Prosedur di PT Bank QNB Indonesia Tbk (2006–2012)
- Officer PT Asuransi Allianz Utama Indonesia (2001–2006)
- Officer PT Bank Artha Graha Internasional (1997–2001)

### Rangkap Jabatan

Tidak memiliki rangkap jabatan

### Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan Dewan Komisaris, Direksi, dan Pemegang Saham Utama.

### Period and History of Appointment

Reappointed as KPR for the first period, based on the Decree of the Board of Commissioners No. KEP-27/KOM-PKT/2024 dated November 1, 2024 with a term of office from November 1, 2024 to April 30, 2027.

### Educational Background

Bachelor of Management, University of Indonesia, Jakarta (1996)

### Professional Certification

- Qualified Risk Governance Professional (QRGP) Certification, from LSP MKS Indonesia (2023)
- BLMI GRC Masterclass Certificate–Pre Funding Project and Post IPO, from BUMN Leasershship & Management Institute, (2023)
- BLMI GRC Masterclass Certificate–Debt Securities & Sukuk (EBUS) Rating & Issuance, from BUMN Leasershship & Management Institute, (2023)
- GRC Integrated Information For Supervisory Board Certificate, from BUMN School of Excellence, (2023)
- ESG For Board–Governance of ESG Certificate, from BUMN School of Excellence, (2023)

### Work Experience

- Head of Risk Management and Compliance Operations Support Division at PT Asuransi Chubb Syariah Indonesia (2014–2018)
- Head of Internal Audit Unit Division at PT Asuransi Chubb Syariah Indonesia (2012–2014)
- Assistant Vice President of Policy and Procedure Department at PT Bank QNB Indonesia Tbk (2006–2012)
- Officer PT Asuransi Allianz Utama Indonesia (2001–2006)
- Officer PT Bank Artha Graha Internasional (1997–2001)

### Concurrent Position

Do not have concurrent positions

### Affiliation

Has no affiliated relationship with the Board of Commissioners, Directors, and Major Shareholders.

## INDEPENDENSI ANGGOTA KPR

Sebagai langkah menjaga independensi pelaksanaan tugas maka seluruh anggota Komite Pemantau Risiko tidak merangkap jabatan di dalam dan di luar Pupuk Kaltim yang dapat mempengaruhi kemampuan untuk bertindak independen. Berdasarkan hasil pembahasan atas kriteria independensi, maka seluruh anggota Komite Pemantau Risiko telah memenuhi kriteria independen sebagai berikut.

## INDEPENDENCE OF KPR MEMBERS

To ensure the independent execution of its duties, all members of the Risk Monitoring Committee (KPR) do not hold concurrent positions within or outside Pupuk Kaltim that could compromise their ability to act independently. Based on the assessment of independence criteria, all KPR members have met the established independence requirements, as outlined below.







## Independensi Anggota KPR

### Independensi Anggota KPR

| Aspek Independensi<br>Independency Aspects                                                                                                                                                                             | Sukardi Rinakit | Yetty Endarwati | Jemitra |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|---------|
| Memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi<br>Having financial relationships with the Board of Commissioners and Directors                                                                          | x               | x               | x       |
| Memiliki hubungan kepengurusan di Pupuk Kaltim, Anak Perusahaan maupun Perusahaan afiliasi<br>Having management relationships at Pupuk Kaltim, Subsidiaries or Affiliated Companies                                    | x               | √*              | x       |
| Memiliki hubungan kepemilikan saham di Pupuk Kaltim<br>Having share ownership relationships at Pupuk Kaltim                                                                                                            | x               | x               | x       |
| Memiliki hubungan keluarga dengan Dewan Komisaris, Direksi dan/atau sesama anggota Komite Audit<br>Having family relationships with the Board of Commissioners, Directors and/or fellow members of the Audit Committee | x               | x               | x       |
| Menjabat sebagai pengurus partai politik dan pejabat Pemerintah Daerah<br>Serving as a political party administrator and a Regional Government official                                                                | x               | x               | x       |

√ = Ya | Yes  
x = Tidak | No

\* Yetty Endarwati merangkap jabatan sebagai SPM Digitalisasi & Data Science di PT Pupuk Indonesia (Persero).  
Yetty Endarwati holds a concurrent position as SPM Digitalization & Data Science at PT Pupuk Indonesia (Persero).

## TUGAS DAN TANGGUNG JAWAB KPR

Berdasarkan PER-2/MBU/03/2023 Tugas dan tanggung jawab KPR Pupuk Kaltim adalah membantu tugas Dewan Komisaris dalam penerapan Manajemen Risiko Pupuk Kaltim, adalah sebagai berikut:

1. Mengakses seluruh informasi yang relevan tentang BUMN terkait dengan tugas dan fungsi komite pemantau risiko;
2. Melakukan komunikasi dengan kepala unit kerja dan pihak lain dalam BUMN untuk memperoleh informasi, klarifikasi serta meminta dokumen dan laporan yang diperlukan;
3. Melakukan pemantauan dan penelaahan terhadap laporan Manajemen Risiko dan laporan lainnya terkait penerapan Manajemen Risiko baik BUMN Induk maupun Anak Perusahaan BUMN;
4. Melakukan pemantauan dan evaluasi atas kesesuaian penerapan kebijakan dan strategi Manajemen Risiko BUMN Induk dan Anak Perusahaan BUMN;
5. Memberikan rekomendasi kepada Dewan Komisaris/ Dewan Pengawas atas hal yang mendukung efektivitas penerapan Manajemen Risiko dan kesesuaian antara kebijakan Manajemen Risiko BUMN Induk dan Manajemen Risiko Anak Perusahaan BUMN;
6. Melaksanakan pemantauan dan evaluasi terhadap pelaksanaan fungsi Manajemen Risiko lainnya sesuai dengan ketentuan peraturan perundang-undangan, anggaran dasar, dan/atau keputusan RUPS/Menteri; dan
7. Menjalankan wewenang, tugas, dan tanggung jawab lain yang terkait dengan fungsinya.

## DUTIES AND RESPONSIBILITIES OF THE RISK MONITORING COMMITTEE (RMC)

In accordance with PER-2/MBU/03/2023, the duties and responsibilities of the Risk Monitoring Committee (KPR) at Pupuk Kaltim are to assist the Board of Commissioners in implementing risk management. These responsibilities include:

1. Accessing all relevant information concerning the State-Owned Enterprise (SOE) related to the duties and functions of the Risk Monitoring Committee;
2. Communicating with heads of work units and other relevant parties within the SOE to obtain information, clarifications, as well as requesting necessary documents and reports;
3. Monitoring and reviewing risk management reports and other reports related to the implementation of risk management within both the parent SOE and its subsidiaries;
4. Monitoring and evaluating the alignment of risk management policies and strategies between the parent SOE and its subsidiaries;
5. Providing recommendations to the Board of Commissioners/Board of Supervisors regarding measures that support the effectiveness of risk management implementation and alignment between the risk management policies of the parent SOE and its subsidiaries;
6. Conducting monitoring and evaluation of other risk management functions in accordance with applicable laws and regulations, the company's articles of association, and/or resolutions of the General Meeting of Shareholders (GMS)/Ministerial directives; and
7. Executing other authorities, duties, and responsibilities related to its function.

KPR merangkap KTKT yang memiliki tugas dan wewenang sebagai berikut:

1. Melakukan evaluasi kebijakan Tata Kelola Terintegrasi;
2. Melakukan pemantauan dan evaluasi atas kesesuaian kebijakan Tata Kelola Terintegrasi BUMN Induk atau Anak Perusahaan BUMN;
3. Melakukan evaluasi pelaksanaan Tata Kelola Terintegrasi, paling sedikit melalui penilaian kecukupan pengendalian internal dan pelaksanaan fungsi kepatuhan secara terintegrasi;
4. Memberikan rekomendasi kepada Dewan Komisaris/ Dewan Pengawas untuk penyempurnaan kebijakan Tata Kelola Terintegrasi;
5. Melakukan komunikasi dengan unit kerja untuk fungsi antara lain Audit Intern, hukum dan kepatuhan, keuangan dan Manajemen Risiko, sumber daya manusia dan aspek fungsi operasional usaha yang diperlukan, untuk memperoleh informasi, klarifikasi serta meminta laporan yang diperlukan secara terintegrasi;
6. Melaksanakan pemantauan dan evaluasi terhadap pelaksanaan fungsi Tata Kelola Terintegrasi lainnya sesuai dengan ketentuan peraturan perundang-undangan, anggaran dasar, dan/atau keputusan RUPS/Menteri; dan
7. Menjalankan wewenang, tugas, dan tanggung jawab lain yang terkait dengan fungsinya.

#### **PENGEMBANGAN KOMPETENSI KOMITE KPR**

Pelaksanaan program pendidikan atau pelatihan bagi Komite KPR diselenggarakan untuk meningkatkan kompetensi. Rincian realisasinya pelatihan bagi Komite KPR pada tahun 2024 disampaikan sebagaimana terlampir di bawah ini.

KPR also serves as KTKT which has the following duties and authorities:

1. Conducting an evaluation of the Integrated Governance policy;
2. Conducting monitoring and evaluation of the suitability of the Integrated Governance policy of the Parent BUMN or BUMN Subsidiary;
3. Conducting an evaluation of the implementation of Integrated Governance, at least through an assessment of the adequacy of internal control and the implementation of integrated compliance functions;
4. Providing recommendations to the Board of Commissioners/Supervisory Board for the improvement of the Integrated Governance policy;
5. Conducting communication with work units for functions including Internal Audit, legal and compliance, finance and Risk Management, human resources and aspects of the required business operational functions, to obtain information, clarification and request reports required in an integrated manner;
6. Conducting monitoring and evaluation of the implementation of other Integrated Governance functions in accordance with the provisions of laws and regulations, articles of association, and/or decisions of the GMS/Minister; and
7. Carrying out other authorities, duties, and responsibilities related to its functions.

#### **COMPETENCY DEVELOPMENT OF THE KPR COMMITTEE**

The implementation of education and training programs for the KPR Committee is conducted to enhance its competencies. The details of the training programs undertaken by the KPR Committee in 2024 are presented in the attached report below.





## Pengembangan Kompetensi Komite KPR

Development of KPR Committee Competence

| Nama<br>Name | Jabatan<br>Position | Materi Kegiatan Pelatihan dan Pengembangan<br>Training and Development Activity<br>Materials | Waktu<br>Time | Penyelenggara<br>Organizer |
|--------------|---------------------|----------------------------------------------------------------------------------------------|---------------|----------------------------|
|--------------|---------------------|----------------------------------------------------------------------------------------------|---------------|----------------------------|

Pengembangan kompetensi Ketua Komite KPR, Sukardi Rinakit, dapat dilihat pada bagian "Pengembangan Kompetensi Dewan Komisaris" di atas.

The competency development of the Chairman of the KPR Committee, Sukardi Rinakit, can be seen in the "Board of Commissioners Competency Development" section above.

|                 |                   |                                                                                                                         |                                             |              |
|-----------------|-------------------|-------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|--------------|
| Yetty Endarwati | Anggota<br>Member | Workshop Pengisian LHKPN Tahun Pelaporan 2023<br>LHKPN Completion Workshop for Reporting Year 2023                      | 11 Januari 2024<br>January 11, 2024         | Pupuk Kaltim |
|                 |                   | Pelatihan dan Sertifikasi Chief Compliance Officer (CCCO)<br>Chief Compliance Officer (CCCO) Training and Certification | 7-8 Oktober 2024<br>October 7-8, 2024       | CRMS         |
|                 |                   | Pelatihan Qualified Risk Governance Professionak (QRGP)<br>Qualified Risk Governance Professionak (QRGP) Training       | 13-14 November 2024<br>November 13-14, 2024 | CRMS         |
|                 |                   | Financial Contingency Plan (FCP) Pupuk Kaltim<br>Financial Contingency Plan (FCP) Pupuk Kaltim                          | 16 Desember 2024<br>December 16, 2024       | Pupuk Kaltim |
| Jemitra         | Anggota<br>Member | Workshop Pengisian LHKPN Tahun Pelaporan 2023<br>LHKPN Completion Workshop for Reporting Year 2023                      | 11 Januari 2024<br>January 11, 2024         | Pupuk Kaltim |
|                 |                   | Financial Contingency Plan (FCP) Pupuk Kaltim<br>Financial Contingency Plan (FCP) Pupuk Kaltim                          | 16 Desember 2024<br>December 16, 2024       | Pupuk Kaltim |

## REMUNERASI KPR

Penghasilan anggota KPR ditetapkan oleh Dewan Komisaris dengan memperhatikan kemampuan Perusahaan. Jumlah penghasilan KPR berupa honorarium diberikan setiap bulannya dengan ketentuan pajak penghasilan ditanggung Perusahaan dan tidak diperkenankan menerima penghasilan lainnya selain honorarium tersebut.

## REMUNERATION OF THE RISK MONITORING COMMITTEE (KPR)

The remuneration of KPR members is determined by the Board of Commissioners, taking into account the financial capacity of the Company. The remuneration is provided in the form of a monthly honorarium, with income tax borne by the Company. KPR members are not permitted to receive any additional income beyond this honorarium.

## Sekretaris Dewan Komisaris

### Secretary to the Board of Commissioners

Dalam menjalankan tugas dan tanggung jawabnya, Dewan Komisaris dibantu oleh Sekretaris Dewan Komisaris. Sekretaris Dewan Komisaris diangkat oleh dan bertanggung jawab kepada Dewan Komisaris. Jabatan Sekretaris Dewan Komisaris saat ini dijabat oleh Eka Dharma Sapoetra yang diangkat pada 26 Agustus 2021. Tanggung jawab Sekretaris Dewan Komisaris mencakup pengaturan administrasi dan implementasi tata kelola yang efisien, yang mendukung Dewan Komisaris dalam pelaksanaan fungsi pengawasan secara optimal.

#### PERSYARATAN SEKRETARIS DEWAN KOMISARIS

Persyaratan yang harus dipenuhi oleh Sekretaris Dewan Komisaris sebagai organ pendukung Dewan Komisaris berdasarkan *Board Manual*, diantaranya:

1. Memahami sistem pengelolaan, pengawasan dan pembinaan Perusahaan;
2. Memiliki integritas yang baik;
3. Memahami fungsi kesekretariatan;
4. Memiliki kemampuan berkomunikasi dan berkoordinasi dengan baik.

#### PENGANGKATAN DAN PEMBERHENTIAN SERTA KETENTUAN MASA JABATAN SEKRETARIS DEWAN KOMISARIS

Pengangkatan dan pemberhentian Sekretaris Dewan Komisaris sesuai dengan *Board Manual* Pupuk Kaltim terdiri dari:

1. Dewan Komisaris dapat membentuk Sekretariat Dewan Komisaris yang dipimpin oleh Sekretaris Dewan Komisaris dibantu Staf Sekretariat Dewan Komisaris;
2. Sekretaris Dewan Komisaris dan staf Sekretariat Dewan Komisaris diangkat dan diberhentikan oleh Dewan Komisaris;
3. Sekretaris Dewan Komisaris berasal dari luar Perusahaan.

Masa jabatan Sekretaris Dewan Komisaris ditetapkan oleh Dewan Komisaris paling lama 3 (tiga) tahun dan dapat diperpanjang 1 (satu) kali selama 2 (dua) tahun masa jabatan namun dapat pula diberhentikan sewaktu-waktu apabila tidak memenuhi kinerja yang telah ditetapkan dan/atau tidak kompeten dalam melaksanakan tugasnya.

In carrying out its duties and responsibilities, the Board of Commissioners is supported by the Secretary to the Board of Commissioners. The Secretary is appointed by and reports directly to the Board of Commissioners. Currently, this position is held by Eka Dharma Sapoetra, who was appointed on August 26, 2021. The Secretary's responsibilities include administrative coordination and the efficient implementation of corporate governance, ensuring that the Board of Commissioners can effectively fulfill its supervisory functions.

#### QUALIFICATIONS OF THE SECRETARY TO THE BOARD OF COMMISSIONERS

According to the Board Manual, the Secretary to the Board of Commissioners must meet the following qualifications:

1. A comprehensive understanding of the management, supervision, and development of the Company;
2. High integrity;
3. Proficiency in secretarial functions;
4. Strong communication and coordination skills.

#### APPOINTMENT, TERM, AND DISMISSAL OF THE SECRETARY TO THE BOARD OF COMMISSIONERS

The appointment, tenure, and dismissal of the Secretary to the Board of Commissioners are regulated under the Pupuk Kaltim Board Manual as follows:

1. The Board of Commissioners may establish a Secretariat, led by the Secretary to the Board of Commissioners, supported by the Secretariat staff.
2. The Secretary and the Secretariat staff are appointed and dismissed by the Board of Commissioners.
3. The Secretary to the Board of Commissioners must be recruited from outside the Company.

The tenure of the Secretary to the Board of Commissioners is set at a maximum of three (3) years and may be extended once for an additional two (2) years. However, the Secretary may be dismissed at any time if performance expectations are not met and/or if the individual is deemed incompetent in carrying out the assigned duties.





## Profil Sekretaris Dewan Komisaris

Profile of the Secretary to the Board of Commissioners



### Eka Dharma Sapoeetra

#### Sekretaris Dewan Komisaris

Secretary to the Board of Commissioners

**Periode Jabatan:** • 26 Agustus 2021–26 Agustus 2024, Periode Pertama  
• 1 September 2024–31 Agustus 2026, Periode Kedua

**Term of Office:** • August 26, 2021–August 26, 2024, First Period  
• September 1, 2024–August 31, 2026, Second Period

**Kewarganegaraan | Citizenship**  
Indonesia

**Usia | Age**  
40 tahun  
40 years old

**Kelahiran | Born**  
Depok, 22 Maret 1984  
Depok, March 22, 1984

**Domisili | Domicile**  
Depok, Jawa Barat, Indonesia  
Depok, West Java, Indonesia

#### Periode Penunjukan

- Surat Keputusan Dewan Komisaris No. KEP-14/KOM-PKT/2021 tanggal 26 Agustus 2021 dengan masa jabatan sejak 26 Agustus 2021–26 Agustus 2024 (Periode Pertama).
- Surat Keputusan Dewan Komisaris No. KEP-19/KOM-PKT/2024 tanggal 23 Agustus 2024 tentang Pengangkatan Kembali Sekretaris Dewan Komisaris PT Pupuk Kalimantan Timur, dengan masa jabatan sejak 1 September 2024–31 Agustus 2026 (Periode Kedua).

#### Riwayat Pendidikan

Sarjana (S1) Teknik Informatika Universitas Gunadarma (2006)

#### Sertifikasi Profesi yang Dimiliki

Sertifikat BSE GRC Masterclass – Sosialisasi Pemeringkatan BUMN & Anak Perusahaan BUMN, dari BUMN School of Excellence, (2023)

#### Pengalaman Kerja

- Sekretaris Dewan Komisaris PT Jasa Raharja (Persero) (2018–2021)
- Sekretaris Dewan Komisaris PT Asuransi Kredit Indonesia (Persero) (2015–2018)
- Staf Dewan Komisaris PT Bank Tabungan Negara Tbk (Persero) (2013–2015)

#### Rangkap Jabatan

Subkoordinator Pengadaan Barang/Jasa Kementerian BUMN

#### Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan Dewan Komisaris dan Direksi. Namun demikian, beliau memiliki hubungan afiliasi dengan Pemegang Saham, Kementerian BUMN, melalui rangkap jabatan yang diemban.

Sekretaris Dewan Komisaris telah memahami sistem pengelolaan, pengawasan, pembinaan Perusahaan, memiliki integritas dan mengetahui fungsi kesekretariatan serta mempunyai kemampuan dalam berkomunikasi. Dalam melaksanakan tugasnya, Sekretariat Dewan Komisaris dibantu oleh 3 (tiga) orang Staf Sekretariat.

#### Period and History of Appointment

- Decree of the Board of Commissioners No. KEP-14/KOM-PKT/2021 dated August 26, 2021 with a term of office from August 26, 2021–August 26, 2024 (First Period).
- Decree of the Board of Commissioners No. KEP-19/KOM-PKT/2024 dated August 23, 2024 concerning the Reappointment of the Secretary of the Board of Commissioners of PT Pupuk Kalimantan Timur, with a term of office from September 1, 2024–August 31, 2026 (Second Period).

#### Educational Background

Bachelor of Informatics Engineering, Gunadarma University (2006)

#### Professional Certification

BSE GRC Masterclass Certificate – Socialization of BUMN & BUMN Subsidiary Ranking, from BUMN School of Excellence, (2023)

#### Work Experience

- Secretary of the Board of Commissioners of PT Jasa Raharja (Persero) (2018–2021)
- Secretary of the Board of Commissioners of PT Asuransi Kredit Indonesia (Persero) (2015–2018)
- Staff of the Board of Commissioners of PT Bank Tabungan Negara Tbk (Persero) (2013–2015)

#### Concurrent Position

Sub-Coordinator for Procurement of Goods/Services of the Ministry of SOEs

#### Affiliation

Has no affiliation with the Board of Commissioners and Board of Directors. However, he has an affiliation with the Shareholders, Ministry of SOEs, through his concurrent positions.

The Secretary to the Board of Commissioners possesses a comprehensive understanding of the Company's management, oversight, and supervisory systems, upholds integrity, and is well-versed in secretarial functions while demonstrating strong communication skills. In carrying out its duties, the Secretariat of the Board of Commissioners is supported by three (3) Secretariat Staff members.



## **PEDOMAN KERJA DAN TANGGUNG JAWAB SEKRETARIS DEWAN KOMISARIS**

Sekretaris Dewan Komisaris mempunyai tanggung jawab sesuai dengan Surat Keputusan Dewan Komisaris Pupuk Kaltim No. KEP-08/KOM-PKT/2019 perihal Pedoman Pelaksanaan Tugas Organ Pendukung Dewan Komisaris Pupuk Kaltim sebagai berikut:

1. Mempersiapkan rapat, termasuk bahan rapat Dewan Komisaris;
2. Membuat risalah rapat Dewan Komisaris;
3. Mengadministrasikan dokumen Dewan Komisaris, baik surat masuk, surat keluar, risalah rapat maupun dokumen lainnya;
4. Menyusun rancangan Rencana Kerja dan Anggaran (RKA) Dewan Komisaris;
5. Menyusun rancangan laporan-laporan Dewan Komisaris;
6. Memastikan bahwa Dewan Komisaris mematuhi peraturan perundang-undangan serta menerapkan prinsip-prinsip GCG;
7. Memberikan informasi yang dibutuhkan oleh Dewan Komisaris secara berkala dan/atau sewaktu-waktu apabila diminta;
8. Mengkoordinasikan dan bila diperlukan dapat hadir dalam rapat Komite dan atau rapat Komite dengan mitra kerja di Perusahaan dalam rangka memperlancar tugas Dewan Komisaris.

## **AKSES DAN KERAHASIAAN INFORMASI**

Sekretaris Dewan Komisaris memiliki akses terhadap seluruh informasi di lingkungan Perusahaan, dengan ketentuan:

1. Berdasarkan surat penugasan tertulis dari Dewan Komisaris, Sekretaris Dewan Komisaris dapat mengakses catatan atau informasi tentang karyawan, dana, aset, serta sumber daya lainnya milik Perusahaan yang berkaitan dengan pelaksanaan tugasnya.
2. Sebelum pelaksanaan tugas pada angka 1 (satu) berkoordinasi melalui Sekretaris Perusahaan. Segala catatan dan informasi yang diminta harus dibuat berita acara serah terima dengan pihak yang menyerahkan.
3. Sekretaris Dewan Komisaris wajib melaporkan secara tertulis hasil penugasan kepada Dewan Komisaris.
4. Sekretaris Dewan Komisaris wajib menjaga kerahasiaan dokumen, data, dan informasi Perusahaan baik dari pihak internal maupun pihak eksternal dan hanya digunakan untuk kepentingan pelaksanaan tugasnya.

## **WORK GUIDELINES AND RESPONSIBILITIES OF THE SECRETARY TO THE BOARD OF COMMISSIONERS**

The Secretary to the Board of Commissioners carries out responsibilities in accordance with the Board of Commissioners' Decree No. KEP-08/KOM-PKT/2019 regarding the Guidelines for the Implementation of Duties of Supporting Organs of the Board of Commissioners of Pupuk Kaltim. These responsibilities include:

1. Preparing meetings, including briefing sheets and materials for the Board of Commissioners' meetings;
2. Drafting minutes of Board of Commissioners' meetings;
3. Administering documents related to the Board of Commissioners, including incoming and outgoing correspondence, meeting minutes, and other relevant records;
4. Drafting the Work Plan and Budget (RKA) for the Board of Commissioners;
5. Preparing reports for the Board of Commissioners;
6. Ensuring that the Board of Commissioners complies with applicable laws and regulations while implementing Good Corporate Governance (GCG) principles;
7. Providing information to the Board of Commissioners periodically or upon request;
8. Coordinating and, when necessary, attending Committee meetings or Committee meetings with corporate counterparts to facilitate the duties of the Board of Commissioners.

## **ACCESS TO AND CONFIDENTIALITY OF INFORMATION**

The Secretary to the Board of Commissioners has access to all necessary corporate information under the following provisions:

1. Based on a written assignment from the Board of Commissioners, the Secretary may access records or information related to employees, funds, assets, and other corporate resources required to perform their duties.
2. Before accessing such information, the Secretary must coordinate with the Corporate Secretary. Any information obtained must be documented in an official handover report.
3. The Secretary to the Board of Commissioners must submit a written report to the Board of Commissioners regarding the findings from their assignments.
4. The Secretary is obligated to maintain the confidentiality of the Company's documents, data, and information, both internally and externally, and must use them strictly for the execution of official duties.





## PENILAIAN KINERJA SEKRETARIS DEWAN KOMISARIS

Penilaian kinerja Sekretaris Dewan Komisaris dilakukan oleh Dewan Komisaris setiap 1 (satu) tahun sekali. Metode penilaian kinerja tersebut berdasarkan realisasi dan penyelesaian program kerja tahunan Sekretaris Dewan Komisaris.

Rincian evaluasi kinerja anggota Sekretaris Dewan Komisaris tahun 2024 sebagai berikut.

## PERFORMANCE EVALUATION OF THE SECRETARY TO THE BOARD OF COMMISSIONERS

The performance of the Secretary to the Board of Commissioners is evaluated annually by the Board of Commissioners. The assessment is based on the realization and completion of the Secretary's annual work program.

The detailed evaluation of the Secretary to the Board of Commissioners for 2024 is as follows:

### Evaluasi Kinerja Sekretaris Dewan Komisaris Tahun 2024

Performance Evaluation of the Secretary of the Board of Commissioners in 2024

| No.                              | Uraian                                                                                                | Description                                                                                                                | Eka Dharma Sapoeira |
|----------------------------------|-------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|---------------------|
| 1                                | Memiliki integritas yang baik dan pengetahuan serta pengalaman kerja yang cukup dibidang pengawasan.  | Have good integrity and sufficient knowledge and work experience in the field of supervision.                              | 93,16               |
| 2                                | Mampu berkomunikasi dengan Dewan Komisaris dan Organ Pendukung Dewan Komisaris serta Staf Perusahaan. | Able to communicate with the Board of Commissioners and Supporting Organs of the Board of Commissioners and Company Staff. | 91,50               |
| 3                                | Dapat menyediakan waktu yang cukup untuk menyelesaikan tugasnya.                                      | Can provide sufficient time to complete his/her duties.                                                                    | 96,16               |
| 4                                | Memiliki latar belakang pendidikan atau memiliki keahlian yang memadai.                               | Have an educational background or have adequate expertise.                                                                 | 89,50               |
| 5                                | Memahami industri/bisnis Perusahaan                                                                   | Understand the Company's industry/business                                                                                 | 87,33               |
| 6                                | Melaksanakan tugas yang diberikan Dewan Komisaris.                                                    | Carry out tasks assigned by the Board of Commissioners.                                                                    | 96,33               |
| 7                                | Menyiapkan bahan rapat Dewan Komisaris.                                                               | Prepare materials for Board of Commissioners meetings.                                                                     | 96,33               |
| 8                                | Menyelesaikan risalah rapat Dewan Komisaris.                                                          | Complete minutes of Board of Commissioners meetings.                                                                       | 89,50               |
| 9                                | Mengadministrasikan surat masuk dan surat keluar Dewan Komisaris.                                     | Administer incoming and outgoing letters of the Board of Commissioners.                                                    | 87,16               |
| Jumlah Nilai<br>Total Value      |                                                                                                       |                                                                                                                            | 827                 |
| Rata-rata Nilai<br>Average Value |                                                                                                       |                                                                                                                            | 91,88               |

## REMUNERASI SEKRETARIS DEWAN KOMISARIS

Remunerasi Sekretaris Dewan Komisaris ditetapkan oleh Dewan Komisaris dengan memperhatikan kemampuan Perusahaan. Berdasarkan KEP-04/KOM-PKT/2023 tanggal 26 Juni 2023 perihal Penghasilan Organ Pendukung Dewan Komisaris PT Pupuk Kalimantan Timur, besaran dan jenis penghasilan yang diperoleh Sekretaris Dewan Komisaris adalah meliputi honorarium sebesar 15% dari gaji Direktur Utama, tunjangan transportasi sebesar 20% dari honorarium, tunjangan komunikasi sebesar 5% dari honorarium, tunjangan hari raya sebesar 1 (satu) kali honorarium, bonus/insentif kinerja maksimal sebesar bonus yang diterima pejabat 1 tingkat di bawah Direksi dan ditentukan lebih lanjut oleh Komisaris Utama serta pajak penghasilan atas honorarium tersebut ditanggung oleh Perusahaan.

## REMUNERATION OF THE SECRETARY OF THE BOARD OF COMMISSIONERS

The remuneration of the Secretary of the Board of Commissioners is determined by the Board of Commissioners by considering the Company's capabilities. Based on KEP-04/KOM-PKT/2023 dated June 26, 2023 concerning Income of Supporting Organs of the Board of Commissioners of PT Pupuk Kalimantan Timur, the amount and type of income received by the Secretary of the Board of Commissioners includes an honorarium of 15% of the President Director's salary, transportation allowance of 20% of the honorarium, communication allowance of 5% of the honorarium, holiday allowance of 1 (one) time the honorarium, maximum performance bonus/incentive of the bonus received by officials 1 level below the Board of Directors and further determined by the President Commissioner and income tax on the honorarium is borne by the Company.

## Organ Pendukung Direksi

### Supporting Organs of the Board of Directors

Dalam menerapkan dan mengembangkan prinsip GCG di lingkup Perusahaan, Direksi membentuk fungsi Sekretaris Perusahaan dan fungsi Satuan Pengawasan Intern. Hingga akhir 2024, Direksi tidak membentuk komite apapun.

In implementing and developing GCG principles within the Company, the Board of Directors has established the Corporate Secretary function and the Internal Audit Unit function. As of the end of 2024, the Board of Directors has not formed any committees.





# Sekretaris Perusahaan

## Corporate Secretary

Fungsi Sekretaris Perusahaan dibentuk dalam rangka sebagai pejabat penghubung (*Liaison Officer*) dalam berkomunikasi dengan pemangku kepentingan.

The Corporate Secretary function was established to serve as a Liaison Officer in communicating with stakeholders.

### Profil Sekretaris Perusahaan

#### Profile of Corporate Secretary



### Teguh Ismartono

**Sekretaris Perusahaan**  
Corporate Secretary

**Periode Jabatan: Menjabat sejak 16 November 2020**  
Term of Office: Serving since November 16, 2020

**Kewarganegaraan | Citizenship**  
Indonesia

**Usia | Age**  
52 tahun  
52 years old

**Kelahiran | Born**  
**Purwokerto, 9 Maret 1972**  
Purwokerto, March 9, 1972

**Domisili | Domicile**  
**Bontang, Kalimantan Timur, Indonesia**  
Bontang, East Kalimantan, Indonesia

#### Periode Penunjukan

Menjabat berdasarkan Surat Ketetapan Kepegawaian No. 103/SKK/XI.2020.

#### Riwayat Pendidikan

Sarjana (S1) Teknik Kimia, Institut Teknologi Sepuluh Nopember (1997)

#### Sertifikasi Profesi yang Dimiliki

- Certified Chief Compliance Officer (CCCO) dari PT Cipta Raya Mekar Sahitya (2024)
- Corporate Communications Specialists dari Patrari Jaya Consultants (2024)
- Sertifikasi Manajemen Risiko, Enterprise Risk Management Associate Professional (ERMAP) dari CRMS Indonesia (2023)

#### Pengalaman Kerja

- Assistant Superintendent Ammonia Plant PKT- 2, Pupuk Kaltim (2004-2008)
- Superintendent Plant PKT-2, Pupuk Kaltim (2008-2013)
- Manager Operasi Kaltim-2, Pupuk Kaltim (2013-2016)
- Ketua Tim Gas, Pupuk Kaltim (2016-2019)
- Direktur Operasi, PT Kaltim Daya Mandiri (2019-2020)

#### Rangkap Jabatan

Komisaris Utama PT Kaltim Industrial Estate (2023-sekarang)

#### Period and History of Appointment

Appointed based on Personnel Decree No. 103/SKK/XI.2020.

#### Educational Background

Bachelor of Chemical Engineering, Sepuluh Nopember Institute of Technology (1997)

#### Professional Certification

- Certified Chief Compliance Officer (CCCO) from PT Cipta Raya Mekar Sahitya (2024)
- Corporate Communications Specialists from Patrari Jaya Consultants (2024)
- Risk Management Certification, Enterprise Risk Management Associate Professional (ERMAP) from CRMS Indonesia (2023)

#### Work Experience

- Assistant Superintendent of Ammonia Plant PKT- 2, Pupuk Kaltim (2004-2008)
- Superintendent of Plant PKT-2, Pupuk Kaltim (2008-2013)
- Operation Manager of Kaltim-2, Pupuk Kaltim (2013-2016)
- Head of Gas Team, Pupuk Kaltim (2016-2019)
- Director of Operations, PT Kaltim Daya Mandiri (2019-2020)

#### Concurrent Position

President Commissioner of PT Kaltim Industrial Estate (2023-present)

### STRUKTUR ORGANISASI SEKRETARIS PERUSAHAAN

Sesuai dengan Surat Keputusan Direksi No. 55/DIR/X.24 tanggal 25 Oktober 2024, kedudukan Sekretaris Perusahaan berada di bawah Direktur Utama. Hal itu bertujuan untuk mengoptimalkan kinerja Perusahaan serta implementasi GCG.

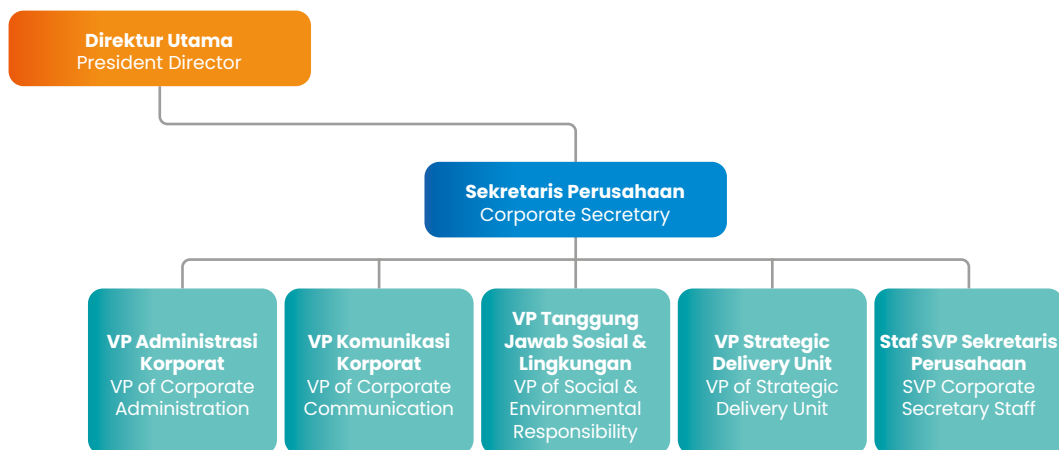
### CORPORATE SECRETARY ORGANIZATIONAL STRUCTURE

In accordance with Board of Directors Decree No. 55/DIR/X.24 dated October 25, 2024, the Corporate Secretary position is placed under the President Director. This structure is designed to optimize the Company's performance and ensure effective GCG implementation.

Sekretaris Perusahaan membawahi beberapa departemen, termasuk, Administrasi Korporasi, Komunikasi Korporat, Strategic Delivery Unit, dan Tanggung Jawab Sosial & Lingkungan.

The Corporate Secretary oversees several departments, including Corporate Administration, Corporate Communications, Strategic Delivery Unit, and Corporate Social & Environmental Responsibility.

### Struktur Organisasi Sekretaris Perusahaan Corporate Secretary Organizational Structure



### TUGAS DAN TANGGUNG JAWAB

Sekretaris Perusahaan Bertanggung jawab mengelola komunikasi strategis antara Perusahaan, Dewan Komisaris, serta Pemangku Kepentingan terkait aspek kehumasan, tanggung jawab sosial dan lingkungan dan administrasi korporasi memastikan bahwa para pemegang saham memperoleh seluruh informasi penting yang terkait dengan Perseroan secara tepat waktu, lengkap dan akurat. Sekretaris Perusahaan juga memastikan bahwa pengungkapan informasi serta komunikasi internal dan eksternal Perseroan dilakukan secara transparan dalam rangka menciptakan nilai tambah agar perusahaan dapat melakukan bisnis dengan baik sesuai prinsip tata kelola perusahaan (GCG) serta peraturan perundangan yang berlaku. Adapun Rincian tugas dan tanggung jawab Sekretaris Perusahaan sebagai berikut:

1. Menjalin komunikasi secara teratur dengan Dewan Komisaris, Pemangku Kepentingan dan atau lembaga terkait lainnya yang berkaitan dengan tata kelola, aksi korporasi, ataupun masalah-masalah penting lainnya agar pemegang saham dan masyarakat pada umumnya senantiasa memperoleh informasi korporasi secara teratur dalam rangka meningkatkan *corporate image*.
2. Memantau penyajian data pelaporan Perusahaan baik internal maupun eksternal untuk menjaga agar arus informasi berjalan dengan cepat, lancar dan terjaga kerahasiaannya.
3. Mengkoordinasi penyelenggaraan kegiatan dengan pihak internal maupun eksternal yang berkaitan dengan hubungan kemasyarakatan, hubungan bisnis dan hubungan pemerintahan yang terkait.

### DUTIES AND RESPONSIBILITIES

Corporate Secretary Responsible for managing strategic communication between the Company, the Board of Commissioners, and Stakeholders related to aspects of public relations, social and environmental responsibility and corporate administration ensuring that shareholders receive all important information related to the Company in a timely, complete and accurate manner. The Corporate Secretary also ensures that disclosure of information and internal and external communication of the Company is carried out transparently in order to create added value so that the company can conduct business properly in accordance with the principles of corporate governance (GCG) and applicable laws and regulations. The details of the duties and responsibilities of the Corporate Secretary are as follows:

1. Establish regular communication with the Board of Commissioners, Stakeholders and/or other related institutions related to governance, corporate actions, or other important issues so that shareholders and the public in general always receive regular corporate information in order to improve the corporate image.
2. Monitor the preparation of Company reporting data both internally and externally to ensure that the flow of information runs quickly, smoothly and maintains confidentiality.
3. Coordinate the implementation of activities with internal and external parties related to public relations, business relations and related government relations.







4. Memastikan Dewan Komisaris dan Direksi memperoleh informasi secara cepat tentang setiap perubahan peraturan yang relevan dan bahwa mereka memahami dampaknya.
5. Bertanggung jawab melaksanakan program orientasi terhadap Perusahaan bagi Direksi dan/atau Dewan Komisaris.
6. Memantau implementasi sistem dan aplikasi informasi teknologi secara terpusat dan terintegrasi melalui pembangunan pusat arsip (*central file*) dan pedoman pelaksanaannya untuk menjamin agar pelaksanaannya dilakukan dengan benar dan sesuai dengan standar operasional perusahaan.
7. Mengkoordinasi penyusunan agenda perusahaan yang sesuai dengan prinsip-prinsip tata kelola perusahaan secara umum baik melalui Rapat Direksi, RUPS serta acara-acara khusus lain yang dilakukan perusahaan agar dapat berjalan dengan lancar dan terkoordinasi secara profesional.
8. Bertanggung jawab atas terjaminnya ketepatan waktu untuk pelaporan dan perizinan.
9. Mengelola dan mengembangkan sistem informasi manajemen termasuk penyebaran informasi perusahaan melalui jaringan informasi yang ada.
10. Melaksanakan program tanggung jawab sosial dan lingkungan.
11. Mendistribusikan dan memonitor arahan Direksi kepada staf Perseroan.

4. Ensure that the Board of Commissioners and Directors obtain prompt information about any changes to relevant regulations and that they understand their impact.
5. Responsible for implementing orientation programs for the Company for the Board of Directors and/or Board of Commissioners.
6. Monitor the implementation of information technology systems and applications in a centralized and integrated manner through the development of an archive center (*central file*) and its implementation guidelines to ensure that its implementation is carried out correctly and in accordance with the company's operational standards.
7. Coordinate the preparation of the company's agenda in accordance with the principles of corporate governance in general, both through Board of Directors Meetings, GMS and other special events carried out by the company so that they can run smoothly and be coordinated professionally.
8. Responsible for ensuring the timeliness of reporting and licensing.
9. Manage and develop a management information system including the dissemination of company information through existing information networks.
10. Implement social and environmental responsibility programs.
11. Distribute and monitor the Board of Directors' directives to the Company's staff.

## PENGEMBANGAN KOMPETENSI

Selama tahun 2024, Sekretaris Perusahaan aktif mengikuti program pengembangan kompetensi, sebagaimana terlampir di bawah ini.

## COMPETENCY DEVELOPMENT

During 2024, the Corporate Secretary actively participated in competency development programs, as attached below.

### Pengembangan Kompetensi Sekretaris Perusahaan Corporate Secretary Competency Development

| Nama dan Jabatan<br>Name and Position                                                | Materi Kegiatan<br>Activity Materials                                                                                                                                                | Tempat dan Waktu<br>Place and Time |                                       | Penyelenggara<br>Organizer  |
|--------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|---------------------------------------|-----------------------------|
| <b>Teguh Ismartono</b><br>Sekretaris<br>Perusahaan<br>Corporate Secretary            | Pelatihan dan Sertifikasi Corporate Communications Specialists BNSP<br>BNSP Corporate Communications Specialists Training and Certification                                          | Yogyakarta                         | 15-18 April 2024<br>April 15-18, 2024 | Patrari Jaya Consultant     |
|                                                                                      | Briefing Atasan Peserta Managerial Leadership Development Program (MLDP) BOD-2 PI Group<br>Briefing for Managerial Leadership Development Program (MLDP) BOD-2 PI Group Participants | Online                             | 29 Agustus 2024<br>August 29, 2024    | Pupuk Indonesia             |
|                                                                                      | Certified Chief Compliance Officer (CCCO)                                                                                                                                            | Jakarta                            | 7 Oktober 2024<br>October 7, 2024     | PT Cipta Raya Mekar Sahitya |
|                                                                                      | Mentor Workshop Program BOD-1                                                                                                                                                        | Bontang                            | 21 November 2024<br>November 21, 2024 | Daya Dimensi Indonesia      |
| <b>Anggono Wijaya</b><br>VP Komunikasi<br>Korporat<br>VP of Corporate Communications | Mentor Workshop Program BOD-2                                                                                                                                                        | Bontang                            | 22 November 2024<br>November 22, 2024 | Daya Dimensi Indonesia      |
|                                                                                      | Pelatihan dan Sertifikasi Corporate Communications Specialists BNSP<br>BNSP Corporate Communications Specialists Training and Certification                                          | Yogyakarta                         | 15-18 April 2024<br>April 15-18, 2024 | Patrari Jaya Consultant     |

| Nama dan Jabatan<br>Name and Position                                                                           | Materi Kegiatan<br>Activity Materials                                                                                                                                | Tempat dan Waktu<br>Place and Time |                                         | Penyelenggara<br>Organizer |
|-----------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-----------------------------------------|----------------------------|
| <b>Mustanginah</b><br>VP Strategic Delivery Unit<br>VP of Strategic Delivery Unit                               | Project Assignment Communication – MLDP PIHC 2024                                                                                                                    | Online                             | 30 September 2024<br>September 30, 2024 | Pupuk Indonesia            |
|                                                                                                                 | Pelatihan Design Thinking Batch 1 Fase 2 – MLDP BoD-2 PI Group<br>Design Thinking Training Batch 1 Phase 2 – MLDP BOD-2 PI Group                                     | Jakarta                            | 5 September 2024<br>September 5, 2024   | Daya Dimensi Indonesia     |
|                                                                                                                 | Pelatihan Personal Leadership Journey (PLJ) Batch 3 Fase 1 – MLDP BoD-2 PI Group<br>Personal Leadership Journey (PLJ) Training Batch 3 Phase 1 – MLDP BoD-2 PI Group | Jakarta                            | 3 September 2024<br>September 3, 2024   | Daya Dimensi Indonesia     |
|                                                                                                                 | Opening Kick Off MLDP Pupuk Indonesia Group                                                                                                                          | Online                             | 21 Agustus 2024<br>August 21, 2024      | Pupuk Indonesia            |
|                                                                                                                 | IFA Annual Conference 2024                                                                                                                                           | Singapura                          | 20 Mei 2024<br>May 20, 2024             | IFA                        |
| <b>Sugeng Suedi</b><br>VP Tanggung Jawab Sosial dan Lingkungan<br>VP of Social and Environmental Responsibility | Seminar <i>Workshop Unlocking Social Media</i><br>Unlocking Social Media Workshop Seminar                                                                            | Bontang                            | 16 Juli 2024<br>July 16, 2024           | PT Pupuk Kalimantan Timur  |
|                                                                                                                 | Pelatihan <i>Awareness Implementasi</i> SDG's Batch 1<br>SDG's Implementation Awareness Training Batch 1                                                             | Samarinda                          | 27 Februari 2024<br>February 27, 2024   | PT ITS Tekno Sains         |
|                                                                                                                 | Workshop Pendampingan Dokumen PROPER PI Grup dengan SODEC UGM & UNDIP<br>PI Group PROPER Document Assistance Workshop with SODEC UGM and UNDIP                       | Yogyakarta                         | 2 Februari 2024<br>February 2, 2024     | PT Pupuk Indonesia Persero |
| <b>Wahyudi</b><br>VP Administrasi Korporasi<br>VP of Corporate Administration                                   | Mentor Workshop Program BOD-2                                                                                                                                        | Bontang                            | 22 November 2024<br>November 22, 2024   | Daya Dimensi Indonesia     |
|                                                                                                                 | Workshop & Forum Group Discussion (FGD) Accounting Batch 1                                                                                                           | Jakarta                            | 19 November 2024<br>November 19, 2024   | RSM Global                 |
|                                                                                                                 | Webinar Awareness ISO 26000: 2010 Sistem Manajemen CSR<br>Webinar Awareness ISO 26000: 2010 CSR Management System                                                    | Online                             | 31 Agustus 2024<br>August 31, 2024      | PT BSI Group Indonesia     |
|                                                                                                                 | Seminar <i>Workshop Unlocking Social Media</i><br>Unlocking Social Media Workshop Seminar                                                                            | Bontang                            | 16 Juli 2024<br>July 16, 2024           | PT Pupuk Kalimantan Timur  |
|                                                                                                                 | Seminar Sosialisasi Fraud Control System<br>Fraud Control System Socialization Seminar                                                                               | Bontang                            | 13 Juni 2024<br>June 13, 2024           | PT Pupuk Kalimantan Timur  |
|                                                                                                                 | Pelatihan <i>Awareness Implementasi</i> SDG's<br>SDG's Implementation Awareness Training                                                                             | Samarinda                          | 29 Februari 2024<br>February 29, 2024   | PT ITS Tekno Sains         |

## PELAKSANAAN TUGAS SEKRETARIS PERUSAHAAN

Selama tahun 2024, Sekretaris Perusahaan telah melaksanakan tugasnya antara lain sebagai berikut:

- Menyelenggarakan RUPS RKAP, RKA Dewan Komisaris dan RKA TJSL Tahun 2024 dan RUPS Kinerja Tahun Buku 2023.
- Mengkoordinasikan Rapat Direksi serta membuat, menyimpan dan mendokumentasikan Risalah Rapat Direksi.
- Terkait kegiatan Komunikasi Korporat:
  - Melakukan pengkinian informasi dan pengelolaan media komunikasi eksternal perusahaan, meliputi *company profile*, pengelolaan media sosial (Instagram, Facebook, X, dan YouTube);
  - Mengelola dan mendokumentasikan keikutsertaan Perusahaan pada kegiatan di publik umum

## IMPLEMENTATION OF CORPORATE SECRETARY DUTIES

Throughout 2024, the Corporate Secretary has carried out the following responsibilities:

- Organizing the 2024 GMS for the RKAP, RKA of the Board of Commissioners and RKA TJSL and the 2023 Fiscal Year Performance GMS.
- Coordinating the Board of Directors Meeting and creating, storing and documenting the Minutes of the Board of Directors Meeting.
- Related to Corporate Communication activities:
  - Updating information and managing the company's external communication media, including company profiles, managing social media (Instagram, Facebook, X, and YouTube);
  - Managing and documenting the Company's participation in activities in the general public





melalui pameran, penghargaan publik, partisipasi *sponsorship*, dan pengelolaan media sosial dan kegiatan internal Perusahaan.

4. Terkait kegiatan TJSL:
  - a. Melaksanakan penyaluran bantuan infrastruktur, *capacity building* dan *empowerment*;
  - b. Melaksanakan survei kepuasan lingkungan;
  - c. Melakukan pengukuran dampak terhadap program TJSL dengan metode *Social Return on Investment* (SROI);
  - d. Melakukan penyaluran pinjaman modal kerja kepada mitra binaan;
  - e. Melakukan kolektibilitas penyaluran modal kerja kepada mitra binaan;
  - f. Melaksanakan program *Employee Volunteering Initiation* yang melibatkan karyawan dan keluarga karyawan secara aktif dalam program TJSL; dan
  - g. Mendukung pencapaian PROPER Tahun 2024.
5. Terkait kegiatan Administrasi Korporasi:
  - a. Optimalisasi *Electronic Document Management System* (EDMS);
  - b. Melakukan penyempurnaan sistem pengelolaan arsip Perusahaan sesuai UU No. 43 tahun 2009 tentang kearsipan serta peraturan dan prosedur yang berlaku;
  - c. Melakukan pelaporan dan perizinan terkait Perusahaan secara tepat waktu sesuai dengan peraturan;
  - d. Menjamin dan mendokumentasikan keputusan-keputusan Direksi dengan baik;
  - e. Menjamin pengelolaan arsip dan dokumen vital Perusahaan sesuai dengan peraturan yang berlaku;
  - f. Menjamin terpenuhinya penyiapan data penulisan Laporan Tahunan dan Laporan Keberlanjutan Tahun 2024.
6. Terkait kegiatan *Strategic Delivery Unit*:
  - a. Menjamin dan mengelola aset-aset yang dimiliki oleh Kantor Perwakilan Jakarta;
  - b. Melaksanakan, mengikuti dan memfasilitasi Rapat Perusahaan baik rapat dengan pihak internal maupun eksternal;
  - c. Melakukan *monitoring*, *expediting*, dan koordinasi terkait arahan Direksi kepada unit kerja terkait;
  - d. Menerima permintaan revidi atas hasil kajian, berita acara rapat dan surat perusahaan yang berkaitan dengan Direksi; dan
  - e. Memfasilitasi, memonitor, dan mengikuti seluruh agenda Direksi.

through exhibitions, public awards, sponsorship participation, and managing social media and internal activities of the Company.

4. Related to TJSL activities:
  - a. Carrying out the distribution of infrastructure assistance, capacity building and empowerment;
  - b. Carrying out environmental satisfaction surveys;
  - c. Measuring the impact of the TJSL program using the Social Return on Investment (SROI) method;
  - d. Distributing working capital loans to fostered partners;
  - e. Carrying out collectibility of working capital distribution to fostered partners;
  - f. Implementing the Employee Volunteering Initiation program that actively involves employees and their families in the TJSL program; and
  - g. Supporting the achievement of PROPER in 2024.
5. Related to Corporate Administration activities:
  - a. Optimizing the Electronic Document Management System (EDMS);
  - b. Improving the Company's archive management system in accordance with Law No. 43 of 2009 concerning archives and applicable regulations and procedures;
  - c. Carrying out reporting and licensing related to the Company in a timely manner in accordance with the regulations;
  - d. Guaranteeing and documenting the decisions of the Board of Directors properly;
  - e. Guaranteeing the management of archives and vital documents of the Company in accordance with applicable regulations;
  - f. Guaranteeing the fulfillment of data preparation for writing the Annual Report and Sustainability Report in 2024.
6. Related to Strategic Delivery Unit activities:
  - a. Guaranteeing and managing assets owned by the Jakarta Representative Office;
  - b. Implement, attend and facilitate Company Meetings both meetings with internal and external parties;
  - c. Monitor, expedite, and coordinate related to the Board of Directors' directives to related work units;
  - d. Receive requests for reviews of study results, meeting minutes and company letters related to the Board of Directors; and
  - e. Facilitate, monitor and attend all Board of Directors' agendas.

## PENILAIAN KINERJA

Evaluasi penilaian kinerja Sekretaris Perusahaan tertuang dalam *Key Performance Indicators* (KPI) yang dilakukan setiap triwulan dan tahunan. Berikut disampaikan aspek-aspek penilaian kinerja Sekretaris Perusahaan.

## PERFORMANCE ASSESSMENT

The Corporate Secretary's performance assessment is stated in the Key Performance Indicators (KPI) which are carried out quarterly and annually. The following are aspects of the Corporate Secretary's performance assessment.

## Penilaian Kinerja Sekretaris Perusahaan

### KPI

- Compliance Score
- HSSE Score
- ESG Risk Rating
- Efektivitas Pengelolaan Biaya Operasional
- Implementasi Program Unggulan TJSL
- Implementasi Roadmap Perbaikan Manajemen Risiko
- Indeks Kepuasan Lingkungan
- Internal Customer Satisfaction Indeks
- Learning & Development Effectiveness
- Pelaksanaan Program TJSL
- Penurunan Tingkat Risiko Utama
- Penyelesaian Rekomendasi Hasil Pemeriksaan
- Penyelesaian Tindak Lanjut AoI GCG
- ROIC to WACC

Skor pencapaian KPI Sekretaris Perusahaan berdasarkan realisasi kinerja tahun 2024 mencapai 105 dari target 100.

## AKSES INFORMASI DAN DATA PERUSAHAAN

### Media Informasi Perusahaan

Pupuk Kaltim telah menyediakan berbagai media informasi yang dapat diakses oleh publik, baik melalui format cetak maupun digital. Fasilitas akses yang disediakan ini memungkinkan Perusahaan dan para Pemangku Kepentingan untuk mendapatkan informasi yang dibutuhkan dengan mudah. Berikut adalah beberapa media informasi yang tersedia di Pupuk Kaltim:

- Majalah Internal Perusahaan**  
Pupuk Kaltim memiliki majalah internal dengan nama *Into The Future* yang merupakan sarana informasi bagi karyawan dan *stakeholders*. Majalah tersebut mencakup informasi mengenai perkembangan dan aktivitas bisnis, kegiatan Perusahaan dan juga karya tulis dari karyawan. Pada 2024, Perusahaan menerbitkan 12 edisi selama 1 tahun. Majalah tersebut didistribusikan dalam bentuk elektronik dan dapat diunduh melalui [www.pupukkaltim.com](http://www.pupukkaltim.com).
- Portal Aplikasi**  
Sarana komunikasi ini hanya dapat diakses oleh karyawan melalui [aplikasi.pupukkaltim.com](http://aplikasi.pupukkaltim.com). Aplikasi yang tercakup dalam portal aplikasi diantaranya *Maintenance Strategy* (MSIS), PKT Juara, PKT Leader, Aviator, Sistem Informasi Layanan TIK, E-Procurement, Portal GRC, *Employee Self Service* (ESS), Intranet Portal, Aviator, PKT La Prima, Simona, iRisk, PKT Sehat, PKT Safety Rep, Granol dan lainnya.

## Corporate Secretary Performance Assessment

### KPI

- Compliance Score
- HSSE Score
- ESG Risk Rating
- Effectiveness of Operational Cost Management
- Implementation of the TJSL Flagship Program
- Implementation of the Risk Management Improvement Roadmap
- Environmental Satisfaction Index
- Internal Customer Satisfaction Index
- Learning & Development Effectiveness
- Implementation of the TJSL Program
- Reduction of the Main Risk Level
- Completion of Audit Result Recommendations
- Completion of AoI GCG Follow-up Action
- ROIC to WACC

The Corporate Secretary's KPI achievement score based on the realization of performance in 2024 reached 105 out of a target of 100.

## ACCESS TO COMPANY INFORMATION AND DATA

### Corporate Information Media

Pupuk Kaltim has provided various information channels accessible to the public in both printed and digital formats. These access facilities enable the Company and its stakeholders to easily obtain the necessary information. The following are some of the information media available at Pupuk Kaltim:

- Internal Company Magazine**  
Pupuk Kaltim has an internal magazine called *Into The Future* which is a means of information for employees and stakeholders. The magazine includes information on business developments and activities, Company activities and also employee writings. In 2024, the Company published 12 editions for 1 year. The magazine is distributed electronically and can be downloaded via [www.pupukkaltim.com](http://www.pupukkaltim.com).
- Application Portal**  
This communication facility can only be accessed by employees via [aplikasi.pupukkaltim.com](http://aplikasi.pupukkaltim.com). Applications included in the application portal include *Maintenance Strategy* (MSIS), PKT Juara, PKT Leader, Aviator, ICT Service Information System, E-Procurement, GRC Portal, *Employee Self Service* (ESS), Intranet Portal, Aviator, PKT La Prima, Simona, iRisk, PKT Sehat, PKT Safety Rep, Granol and others.





- **E-mail**  
Seluruh Insan di lingkungan Pupuk Kaltim dapat berkomunikasi melalui *e-mail*, baik secara personal maupun kolektif kepada seluruh karyawan.
- **Knowledge Management (KM)**  
*Knowledge Management System (KMS)* merupakan aplikasi berbasis web yang berisi tentang data peralatan pabrik, materi pelatihan, buku dan video yang dibuat oleh karyawan, makalah *on the Job training* dan Konvensi Mutu Internal serta kegiatan *knowledge sharing* dapat diakses melalui [km.pupukkaltim.com](http://km.pupukkaltim.com).

Pupuk Kaltim melalui KMS secara periodik mengeluarkan berbagai macam karya tulis karyawan dan informasi perkembangan Perusahaan. Selain itu, masing-masing unit kerja telah menunjuk salah satu karyawan untuk menjadi *NextGen* melalui kegiatan *knowledge sharing*.

- **Pusat Layanan Pelanggan**  
Pusat layanan pelanggan Pupuk Kaltim:

- **E-mail**  
All people in the Pupuk Kaltim environment can communicate via *e-mail*, both personally and collectively to all employees.
- **Knowledge Management (KM)**  
*Knowledge Management System (KMS)* is a web-based application that contains factory equipment data, training materials, books and videos made by employees, on the *Job training* papers and Internal Quality Conventions and *knowledge sharing* activities can be accessed via [km.pupukkaltim.com](http://km.pupukkaltim.com).

Pupuk Kaltim through KMS periodically issues various employee papers and information on the Company's development. In addition, each work unit has appointed one employee to become *NextGen* through *knowledge sharing* activities.

- **Customer Service Center**  
Pupuk Kaltim customer service center:

**Surel** | E-mail:  
[konsumen@pupukindonesia.com](mailto:konsumen@pupukindonesia.com)

**Telepon** | Telephone:  
0800 100 8001

**WhatsApp** | WhatsApp:  
0811 991 8001

- **Forum Komunikasi Internal**  
Kegiatan forum komunikasi internal, antara lain:
  1. **Rapat *Monitoring* dan Evaluasi Kinerja**  
Sebagai bentuk evaluasi pencapaian kinerja Pupuk Kaltim dan tindak lanjut rapat *monitoring* dari rapat sebelumnya. Pada 2024, dilaksanakan sebanyak 12 (dua belas) kali rapat *monitoring* dan evaluasi kinerja.
  2. **Rapat Mingguan (*Weekly Meeting*)**  
Rapat rutin yang dilakukan setiap awal minggu untuk melakukan *monitoring* secara berkelanjutan terhadap progres dari beberapa program strategis Perusahaan.
  3. **Rapat Harian Produksi**  
Dilaksanakan oleh seluruh unit kerja operasi yang membahas masalah atau kegiatan di bidang produksi. Rapat tersebut dilaksanakan setiap hari kerja dan dihadiri oleh unit kerja terkait.
  4. **Rapat Direktorat**  
Membahas isu strategis serta kinerja masing-masing Direktorat.
  5. **Upacara Bendera**  
Sepanjang 2024, upacara bendera dilaksanakan sebanyak 7 (tujuh) kali, yaitu:

- **Internal Communication Forum**  
Internal communication forum activities include:
  1. **Performance Monitoring and Evaluation Meeting**  
As a form of evaluation of Pupuk Kaltim's performance achievements and follow-up to monitoring meetings from previous meetings. In 2024, 12 (twelve) Performance Monitoring and Evaluation Meetings were held.
  2. **Weekly Meeting**  
A routine meeting held at the beginning of each week to continuously monitor the progress of several of the Company's strategic programs.
  3. **Daily Production Meeting**  
Held by all operational work units discussing problems or activities in the production sector. The meeting is held every working day and attended by related work units.
  4. **Directorate Meeting**  
Discusses strategic issues and the performance of each Directorate.
  5. **Flag Ceremony**  
Throughout 2024, flag ceremonies were held 7 (seven) times, namely:





## Pelaksanaan Upacara Bendera Tahun 2024

### Implementation of the 2024 Flag Ceremony

| Tanggal<br>Date                       | Kegiatan<br>Activities                                                                                                              | Lokasi<br>Location                                         |
|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|
| 20 Mei 2024<br>May 20, 2024           | Upacara Peringatan Hari Kebangkitan Nasional<br>National Awakening Day Commemoration Ceremony                                       | Kantor Pusat Pupuk Kaltim<br>Pupuk Kaltim Head Office      |
| 1 Juni 2024<br>June 1, 2024           | Upacara Peringatan Hari Kelahiran Pancasila<br>Pancasila Birth Day Commemoration Ceremony                                           | Kantor Pusat Pupuk Kaltim<br>Pupuk Kaltim Head Office      |
| 17 Agustus 2024<br>August 17, 2024    | Upacara Peringatan HUT ke-79 Republik Indonesia<br>79 <sup>th</sup> Anniversary of the Republic of Indonesia Commemoration Ceremony | Stadion Mulawarman, Bontang<br>Mulawarman Stadium, Bontang |
| 1 Oktober 2024<br>October 1, 2024     | Upacara Peringatan Hari Kesaktian Pancasila<br>Kesaktian Pancasila Day Commemoration Ceremony                                       | Kantor Pusat Pupuk Kaltim<br>Pupuk Kaltim Head Office      |
| 28 Oktober 2024<br>October 28, 2024   | Upacara Peringatan Hari Sumpah Pemuda<br>Sumpah Pemuda Day Commemoration Ceremony                                                   | Kantor Pusat Pupuk Kaltim<br>Pupuk Kaltim Head Office      |
| 10 November 2024<br>November 10, 2024 | Upacara Peringatan Hari Pahlawan<br>Heroes Day Commemoration Ceremony                                                               | Kantor Pusat Pupuk Kaltim<br>Pupuk Kaltim Head Office      |
| 7 Desember 2024<br>December 7, 2024   | Upacara Peringatan HUT ke-47 Pupuk Kaltim<br>47 <sup>th</sup> Anniversary Commemoration Ceremony of Pupuk Kaltim                    | Kantor Pusat Pupuk Kaltim<br>Pupuk Kaltim Head Office      |

#### 6. Rapat Tinjauan Manajemen

Rapat ini untuk memenuhi penerapan sistem manajemen yang diimplementasikan oleh Perusahaan.

#### 7. Rapat Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3)

Dipimpin oleh Direktur Operasi dan Produksi yang diikuti oleh seluruh anggota P2K3 Pupuk Kaltim terdiri dari seluruh SVP dan VP.

#### 8. Rapat Komite SDM

Rapat membahas hal-hal strategis terkait bidang SDM dan agenda bidang SDM ke depan, yang mencakup perencanaan jabatan strategis, pengembangan organisasi, perencanaan suksesor, dan penilaian kinerja karyawan dengan dihadiri oleh beberapa Komite SDM Utama, Madya dan Muda.

#### 9. Komunikasi Lainnya

Media komunikasi internal lainnya yang bersifat dua arah maupun satu arah, antara lain Memo Direksi, Surat Keputusan Direksi, Whatsapp Group, surat edaran, banner, poster, spanduk, baliho dan videotron di lingkungan Perusahaan.

#### 10. Komunikasi Eksternal

##### a. Situs Web

Melalui [www.pupukkaltim.com](http://www.pupukkaltim.com), para pemangku kepentingan dapat mengakses beragam informasi terkini mengenai informasi Perusahaan. Sebagai upaya untuk meningkatkan kualitas informasi situs web disajikan dalam 2 (dua) bahasa, yaitu Bahasa Indonesia dan Inggris.

##### b. Media Sosial

Untuk memenuhi kebutuhan publik akan informasi Perusahaan, Pupuk Kaltim memiliki beberapa media sosial dan dapat diakses melalui:

#### 6. Management Review Meeting

This meeting is to fulfill the implementation of the management system implemented by the Company.

#### 7. Occupational Safety and Health Supervisory Committee Meeting (P2K3)

Chaired by the Director of Operations and Production attended by all members of P2K3 Pupuk Kaltim consisting of all SVPs and VPs.

#### 8. HR Committee Meeting

The meeting discusses strategic matters related to the HR field and the future HR field agenda, which includes strategic position planning, organizational development, successor planning, and employee performance assessment attended by several Main, Middle and Junior HR Committees.

#### 9. Other Communications

Other internal communication media that are two-way or one-way, including Board of Directors Memos, Board of Directors Decrees, Whatsapp Groups, circulars, banners, posters, billboards and videotrons in the Company environment.

#### 10. External Communications

##### a. Website

Through [www.pupukkaltim.com](http://www.pupukkaltim.com), stakeholders can access a variety of the latest information regarding Company information. As an effort to improve the quality of website information presented in 2 (two) languages, namely Indonesian and English.

##### b. Social Media

To meet the public's need for Company information, Pupuk Kaltim has several social media and can be accessed via:





- Instagram: pupukkaltim\_id
  - X: @pupukkaltim\_id
  - Facebook: PT Pupuk Kaltim
  - YouTube: Pupuk Kaltim
  - TikTok: @pupukkaltim
- c. Media Promosi dan Informasi Perusahaan Pupuk Kaltim menggunakan berbagai macam media untuk mempromosikan produknya. Media promosi dan informasi mengenai Perusahaan disampaikan dan disebarluaskan dalam bentuk katalog, *pamflet*, brosur, buku dan video profil Perusahaan, cetakan (buku agenda kerja dan kalender), *souvenir* Perusahaan, *paper bag*, peta, iklan di TV lokal (PKTV) dan radio lokal (EsKa FM).
- d. Laporan Tahunan  
Pupuk Kaltim menyediakan informasi melalui Laporan Tahunan yang disusun setiap tahunnya dan dipublikasikan kepada Pemegang Saham, regulator, masyarakat, Insan Pupuk Kaltim, dan Pemangku Kepentingan lainnya melalui situs web.
- e. Laporan Keberlanjutan  
Laporan Keberlanjutan diterbitkan bersamaan dengan Laporan Tahunan.
- f. Pemberitaan  
Penyampaian informasi melalui media cetak dan elektronik baik lokal, regional, dan nasional. Pemberitaan lokal sebanyak 704 kali, regional sebanyak 682 kali dan nasional sebanyak 1.395 kali.
- Instagram: pupukkaltim\_id
  - X: @pupukkaltim\_id
  - Facebook: PT Pupuk Kaltim
  - YouTube: Pupuk Kaltim
  - TikTok: @pupukkaltim
- c. Promotional Media and Company Information  
Pupuk Kaltim uses various media to promote its products. Promotional media and information about the Company are delivered and distributed in the form of catalogs, pamphlets, brochures, books and Company profile videos, prints (work agenda books and calendars), Company souvenirs, paper bags, maps, advertisements on local TV (PKTV) and local radio (EsKa FM).
- d. Annual Report  
Pupuk Kaltim provides information through the Annual Report which is compiled annually and published to Shareholders, regulators, the public, Pupuk Kaltim Personnel, and other Stakeholders through the website.
- e. Sustainability Report  
The Sustainability Report is published together with the Annual Report.
- f. News  
Information delivery through print and electronic media, both local, regional, and national. Local news coverage was 704 times, regional coverage was 682 times, and national coverage was 1,395 times.



## Satuan Pengawasan Intern

### Internal Audit Unit

Satuan Pengawasan Intern (SPI) adalah unit kerja yang bertanggung jawab untuk melaksanakan fungsi internal audit, manajemen risiko, dan proses tata kelola Perusahaan sesuai dengan peraturan perundang-undangan dan kebijakan perusahaan. Mengacu pada Peraturan Menteri BUMN RI No. PER-09/MBU/2016 yang telah diperbarui dengan No. PER-2/MBU/03/2023, SPI juga melakukan pemeriksaan penilaian atas efektivitas di bidang keuangan, operasional, sumber daya manusia, teknologi informasi, dan kegiatan lainnya.

#### VISI DAN MISI SATUAN PENGAWASAN INTERN

Visi: "Mitra strategis manajemen yang terpercaya dan profesional dalam mendukung pencapaian kinerja unggul Perusahaan"

Misi:

- Memberikan nilai tambah bagi Perusahaan melalui pelaksanaan kegiatan *assurance* berbasis risiko dan konsultasi yang objektif dan independen.
- Meningkatkan harmonisasi dan sinergi fungsi internal audit antara Perusahaan, Anak Perusahaan, Komite Audit, dan Eksternal Audit.
- Meningkatkan kompetensi personil secara berkelanjutan dan mengoptimalkan penggunaan teknologi informasi.
- Mendorong kegiatan inovasi dan perbaikan berkelanjutan di Perusahaan.

#### PENGANGKATAN DAN PEMBERHENTIAN KEPALA SATUAN PENGAWASAN INTERN

Dasar hukum pengangkatan Kepala Satuan Pengawasan Intern mengacu pada Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN yang mengatur bahwa Kepala Unit Audit Internal diangkat dan diberhentikan oleh Direktur Utama atas persetujuan Dewan Komisaris.

#### PROFIL KEPALA SATUAN PENGAWASAN INTERN

Saat ini, Kepala SPI dijabat oleh Herliani melalui surat persetujuan Dewan Komisaris No. 081/DK/SM/DPKT-01/ET/2023 tanggal 30 Mei 2023 dan diangkat berdasarkan Surat Ketetapan Kepegawaian No. 135/SKK/XI.23 tanggal 24 Oktober 2023. Adapun karyawan tersebut telah memenuhi kualifikasi yang dipersyaratkan untuk menduduki jabatan sebagai Kepala SPI dengan terpenuhinya kompetensi

The Internal Audit Unit (SPI) is a working unit responsible for carrying out internal audit functions, risk management, and corporate governance processes in accordance with applicable laws and corporate policies. Referring to Regulation of the Minister of State-Owned Enterprises (BUMN) of the Republic of Indonesia No. PER-09/MBU/2016, which was later updated with No. PER-2/MBU/03/2023, SPI also conducts assessment audits on the effectiveness of financial, operational, human resources, information technology, and other business activities.

#### VISION AND MISSION OF THE INTERNAL AUDIT UNIT

Vision: "A trusted and professional management strategic partner in supporting the achievement of the Company's superior performance"

Mission:

- Conducting independent assurance and consulting activities.
- Evaluating the effectiveness of the Internal Control System (SPIP), the maturity of risk management, and the implementation of Good Corporate Governance (GCG).
- Providing recommendations to the Audit Committee, which oversees the Company's supervision functions.
- Encouraging innovation and continuous improvement in the Company.

#### APPOINTMENT AND DISMISSAL OF THE HEAD OF THE INTERNAL AUDIT UNIT

The legal basis for appointing the Head of the Internal Audit Unit refers to Regulation of the Minister of SOEs No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of SOEs, which states that the Head of the Internal Audit Unit is appointed and dismissed by the President Director with the approval of the Board of Commissioners.

#### PROFILE OF THE HEAD OF THE INTERNAL AUDIT UNIT

Currently, the Head of SPI is held by Herliani through the approval letter of the Board of Commissioners No. 081/DK/SM/DPKT-01/ET/2023 dated May 30, 2023 and appointed based on Employment Decree No. 135/SKK/XI.23 dated October 24, 2023. The employee has met the qualifications required to hold the position of Head of SPI by fulfilling the competencies as Intermediate Practitioner





sebagai Intermediate Practitioner pada kompetensi Compliance, Risk Management, Assurance & Consulting, Performance Management, Culture Management, Business Process Design & Analysis, serta Change Strategy & Plan.

in the competencies of Compliance, Risk Management, Assurance & Consulting, Performance Management, Culture Management, Business Process Design & Analysis, and Change Strategy & Plan.



## Herliani

**Kepala Satuan Pengawasan Intern**  
Head of the Internal Audit

**Periode Jabatan: Menjabat sejak 1 November 2023**  
Term of Office: Serve since November 1, 2023

**Kewarganegaraan | Citizenship**  
Indonesia

**Usia | Age**  
**51 tahun**  
51 years old

**Kelahiran | Born**  
**Balikpapan, 27 Juni 1973**  
Balikpapan, June 27, 1973

**Domisili | Domicile**  
**Bontang, Kalimantan Timur, Indonesia**  
Bontang, East Kalimantan, Indonesia

### Periode Penunjukan

Menjabat berdasarkan Surat Ketetapan Kepegawaian No. 135/SKK/XI.23 pada 24 Oktober 2023 dan telah mendapatkan persetujuan Dewan Komisaris melalui Surat Dewan Komisaris No. 081/DK/SM/DPKT-01/ET/2023 tanggal 30 Mei 2023.

### Riwayat Pendidikan

- Magister (S2) Manajemen Keuangan dan Perbankan, Universitas Gajah Mada (2014)
- Sarjana (S1) Manajemen, Universitas Trunajaya (2005)

### Sertifikasi Profesi yang Dimiliki

- Pelatihan dan Sertifikasi Qualified Internal Auditor (QIA) Tingkat Manajerial Kepala SPI (2024)
- Qualified Risk Governance Professional, CRMS Indonesia (2024)
- Tax Planning & Penyajian Laporan Keuangan, Ikatan Akuntan Indonesia (IAI) (2022)
- Manajemen Umum Dana Pensiun & Ujian Standard Profesi Dana Pensiun, Asosiasi Dana Pensiun Indonesia (2012)

### Pengalaman Kerja

- Pelaksana Seksi Akuntansi Hutang (1998–2005)
- Kepala Seksi Akuntansi Hutang (2005–2009)
- Kepala Bagian Akuntansi Umum (2009–2011)
- Kepala Bagian Keuangan Kantor Perwakilan Jakarta (2011–2012)
- Staf Madya III Bidang Keuangan Dana Pensiun PKT Group (2012–2015)
- Direktur Keuangan & Investasi Dana Pensiun PKT Group (2015–2016)
- Direktur Keuangan & Kepesertaan Dana Pensiun PKT Group (2016–2018)
- Direktur Utama Dana Pensiun PKT Group (2018–2021)
- Ketua Umum YKHT (2021–2023)

### Rangkap Jabatan

Tidak memiliki rangkap jabatan.

### Period and History of Appointment

Appointed based on Personnel Decree No. 135/SKK/XI.23 on October 24, 2023 and has received approval from the Board of Commissioners through the Board of Commissioners Letter No. 081/DK/SM/DPKT-01/ET/2023 dated May 30, 2023.

### Educational Background

- Master of Financial Management and Banking, Gajah Mada University (2014)
- Bachelor (S1) in Management, Trunajaya University (2005)

### Professional Certification

- Training and Certification of Qualified Internal Auditor (QIA) Managerial Level Head of SPI (2024)
- Qualified Risk Governance Professional, CRMS Indonesia (2024)
- Tax Planning & Financial Statement Presentation, Indonesian Institute of Accountants (IAI) (2022)
- General Management of Pension Funds & Pension Fund Professional Standards Exam, Indonesian Pension Fund Association (2012)

### Work Experience

- Accounting Debt Section Executive (1998–2005)
- Accounting Debt Section Head (2005–2009)
- Accounting General Section Head (2009–2011)
- Finance Section Head of Jakarta Representative Office (2011–2012)
- Middle Staff III in Finance for PKT Group Pension Fund (2012–2015)
- Finance & Investment Director of PKT Group Pension Fund (2015–2016)
- Finance & Membership Director of PKT Group Pension Fund (2016–2018)
- President Director of PKT Group Pension Fund (2018–2021)
- General Chairperson of YKHT (2021–2023)

### Concurrent Position

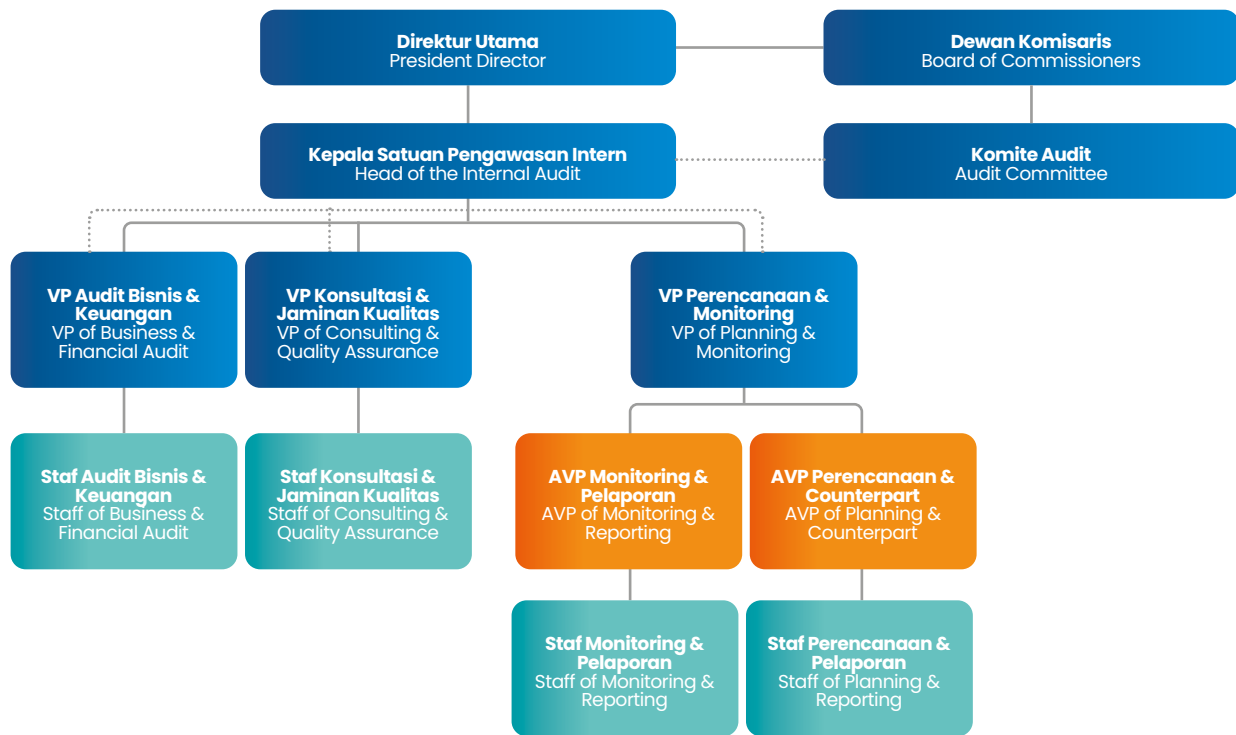
Do not have concurrent positions.

## STRUKTUR ORGANISASI SATUAN PENGAWASAN INTERN

Pada tahun 2024, terdapat perubahan Struktur Organisasi Satuan Pengawasan Intern yang disahkan melalui Surat Keputusan Direksi No. 55/DIR/X.24 tanggal 25 Oktober 2024. Satuan Pengawasan Intern memiliki beberapa fungsi sebagaimana terlihat pada struktur organisasi di bawah ini.

## INTERNAL AUDIT UNIT ORGANIZATIONAL STRUCTURE

In 2024, there was a change in the Internal Audit Unit Organizational Structure which was ratified through the Decree of the Board of Directors No. 55/DIR/X.24 dated October 25, 2024. The Internal Audit Unit has several functions as seen in the organizational structure below.



SPI memiliki kedudukan yang mendukung untuk melaksanakan perannya secara independen. SPI secara struktural bertanggung jawab kepada Direktur Utama dan secara fungsional kepada Dewan Komisaris melalui Komite Audit.

### TUGAS DAN TANGGUNG JAWAB SATUAN PENGAWASAN INTERN

Kegiatan Pengawasan Internal dilaksanakan oleh SPI yang tugasnya terbagi pada 3 (tiga) Departemen yaitu Departemen Perencanaan & Monitoring untuk melakukan perencanaan penugasan dan *monitoring* hasil audit, Departemen Audit Bisnis Keuangan yang memiliki fungsi utama untuk melakukan kegiatan *assurance*, dan Departemen Konsultasi dan Jaminan Kualitas yang bertugas untuk memberikan jasa konsultasi kepada unit kerja serta melakukan *quality assurance*.

SPI memiliki tugas dan tanggung jawab sebagaimana tercantum dalam Piagam SPI, yaitu:

1. Menyusun Program Kerja Audit Tahunan (PKAT) yang fleksibel dengan metodologi berbasis risiko yang memadai serta menyampaikannya kepada Direktur Utama dan Komite Audit;
2. Melakukan pemeriksaan dan penilaian atas efisiensi dan efektivitas di bidang keuangan, akuntansi, operasional, sumber daya manusia, pemasaran, teknologi informasi, dan kegiatan lainnya;
3. Melakukan kegiatan konsultansi kepada seluruh unit kerja Perusahaan untuk memberikan nilai tambah bagi perusahaan dan meningkatkan kinerja perusahaan tanpa menggantikan tanggung jawab manajemen;

The Internal Audit Unit (SPI) holds a position that supports its ability to perform its role independently. Structurally, SPI reports to the President Director, while functionally, it is accountable to the Board of Commissioners through the Audit Committee.

### DUTIES AND RESPONSIBILITIES OF THE INTERNAL AUDIT UNIT

Internal Audit activities are carried out by SPI whose duties are divided into 3 (three) Departments, namely the Planning & Monitoring Department to carry out assignment planning and monitoring of audit results, the Financial Business Audit Department which has the main function to carry out *assurance* activities, and the Consultation and Quality Assurance Department which is tasked with providing consulting services to work units and conducting *quality assurance*.

SPI has duties and responsibilities as stated in the SPI Charter, namely:

1. Prepare a flexible Annual Audit Work Program (PKAT) with adequate risk-based methodology and submit it to the President Director and Audit Committee;
2. Conduct inspections and assessments of efficiency and effectiveness in the fields of finance, accounting, operations, human resources, marketing, information technology, and other activities;
3. Conduct consulting activities to all Company work units to provide added value to the company and improve company performance without replacing management responsibilities;







4. Menguji dan mengevaluasi pelaksanaan pengendalian intern, sistem manajemen risiko dan Tata Kelola Perusahaan serta Tata Kelola Teknologi Informasi sesuai kebijakan perusahaan sekurang-kurangnya 1 (satu) kali dalam 3 (tiga) tahun;
5. Menyampaikan Laporan Pelaksanaan Pengawasan kepada Direktur Utama dan Komite Audit;
6. Memantau, menganalisis dan melaporkan pelaksanaan tindak lanjut perbaikan yang telah disarankan dalam hasil audit internal, audit eksternal, dan Arahan Keputusan RUPS;
7. Melakukan evaluasi pengembangan sumber daya dan standarisasi infrastruktur SAI;
8. Melaksanakan penugasan *ad hoc* sesuai permintaan Direksi dan/atau Dewan Komisaris;
9. Melaksanakan audit khusus (investigasi) berdasarkan pengembangan hasil audit dan/atau permintaan Direksi dan/atau Dewan Komisaris;
10. Sebagai mitra kerja auditor eksternal dan Komite Audit dalam hal evaluasi pengendalian internal, manajemen risiko dan tata kelola perusahaan;
11. Menyusun program untuk mengevaluasi mutu kegiatan audit internal yang dilakukannya.

#### PERSYARATAN AUDITOR INTERNAL

Mengacu pada Piagam SAI, setiap auditor harus memenuhi kualifikasi untuk menunjang keberhasilan pelaksanaan audit, yaitu:

1. Memiliki integritas dan perilaku yang profesional, independen, jujur, dan objektif dalam pelaksanaan tugasnya;
2. Memiliki pengetahuan dan pengalaman teknis audit dan disiplin ilmu yang relevan dengan bidang tugasnya;
3. Memiliki pengetahuan tentang peraturan perundang-undangan di bidang pasar modal dan peraturan perundangan terkait lainnya;
4. Memiliki kecakapan berinteraksi dan berkomunikasi baik lisan maupun tertulis secara efektif;
5. Mematuhi standar profesi yang dikeluarkan oleh asosiasi Audit Internal;
6. Menjaga kerahasiaan data/informasi perusahaan terkecuali apabila informasi tersebut harus diungkapkan berdasarkan peraturan yang berlaku;
7. Memahami prinsip-prinsip pengendalian internal, manajemen risiko dan tata kelola perusahaan yang baik;
8. Bersedia meningkatkan pengetahuan, keahlian dan kemampuan profesionalismenya secara terus-menerus;
9. Kepala SPI dan personil SPI memiliki sertifikasi audit internal.

4. Test and evaluate the implementation of internal control, risk management systems and Corporate Governance and Information Technology Governance in accordance with company policies at least 1 (one) time in 3 (three) years;
5. Submit a Report on the Implementation of Supervision to the President Director and Audit Committee;
6. Monitor, analyze and report on the implementation of follow-up improvements that have been suggested in the results of internal audits, external audits, and GMS Decision Directions;
7. Conducting evaluation of resource development and standardization of SAI infrastructure;
8. Carrying out ad hoc assignments as requested by the Board of Directors and/or Board of Commissioners;
9. Carrying out special audits (investigations) based on the development of audit results and/or requests from the Board of Directors and/or Board of Commissioners;
10. As a working partner of external auditors and the Audit Committee in terms of evaluating internal control, risk management and corporate governance;
11. Preparing a program to evaluate the quality of internal audit activities carried out.

#### INTERNAL AUDITOR REQUIREMENTS

Referring to the SAI Charter, each auditor must meet the qualifications to support the successful implementation of the audit, namely:

1. Have integrity and professional behavior, independent, honest, and objective in carrying out their duties;
2. Have technical knowledge and experience of audits and disciplines relevant to their field of work;
3. Have knowledge of laws and regulations in the capital market and other related laws and regulations;
4. Have the ability to interact and communicate effectively both verbally and in writing;
5. Comply with professional standards issued by the Internal Audit Association;
6. Maintain the confidentiality of company data/information unless the information must be disclosed based on applicable regulations;
7. Understand the principles of internal control, risk management and good corporate governance;
8. Be willing to continuously improve their knowledge, expertise and professionalism;
9. The Head of SPI and SPI personnel have internal audit certification.

**JUMLAH, KUALIFIKASI, DAN SERTIFIKASI  
PERSONEL SATUAN PENGAWASAN INTERN****NUMBER, QUALIFICATIONS, AND CERTIFICATION  
OF INTERNAL AUDIT UNIT PERSONNEL**

Dalam menunjang fungsi pengawasan, SPI memiliki 13 personel.

In supporting the supervision function, SPI has 13 personnel.

**Personel Satuan Pengawasan Intern**

## Internal Audit Unit Personnel

| No.                                                                                                   | Nama<br>Name           | Jabatan<br>Position                                                           | Latar Belakang Pendidikan<br>Educational Background  |
|-------------------------------------------------------------------------------------------------------|------------------------|-------------------------------------------------------------------------------|------------------------------------------------------|
| 1                                                                                                     | Herliani               | Kepala SPI<br>Head of Internal Audit                                          | Magister Manajemen (S2)<br>Master of Management (S2) |
| <b>Departemen Audit Bisnis &amp; Keuangan<br/>Business &amp; Finance Audit Department</b>             |                        |                                                                               |                                                      |
| 2                                                                                                     | Ika Kusumadewi         | VP Audit Bisnis & Keuangan<br>VP of Business & Finance Audit                  | Akuntansi (S1)<br>Accounting (S1)                    |
| 3                                                                                                     | Abdul Rachman A.       | Staf Audit Bisnis & Keuangan<br>Staff of Business & Finance Audit             | Magister Manajemen (S2)<br>Master of Management (S2) |
| 4                                                                                                     | Gerald Sirait          | Staf Audit Bisnis & Keuangan<br>Staff of Business & Finance Audit             | Teknik Sipil (S1)<br>Civil Engineering (S1)          |
| 5                                                                                                     | Hafid Sjauz            | Staf Audit Bisnis & Keuangan<br>Staff of Business & Finance Audit             | Akuntansi (S1)<br>Accounting (S1)                    |
| 6                                                                                                     | Kharisma Ayuning Putri | Staf Audit Bisnis & Keuangan<br>Staff of Business & Finance Audit             | Akuntansi (S1)<br>Accounting (S1)                    |
| <b>Departemen Perencanaan &amp; Monitoring<br/>Planning &amp; Monitoring Department</b>               |                        |                                                                               |                                                      |
| 7                                                                                                     | Nailul Abrari          | VP Perencanaan & Monitoring<br>VP of Planning & Monitoring                    | Teknik Industri (S1)<br>Industrial Engineering (S1)  |
| 8                                                                                                     | Okta Petrina           | AVP Monitoring & Pelaporan<br>AVP of Monitoring & Reporting                   | Manajemen (S1)<br>Management (S1)                    |
| 9                                                                                                     | Susila Eko Prasetya    | AVP Planning & Counterpart<br>AVP of Planning & Counterpart                   | Manajemen (S1)<br>Management (S1)                    |
| <b>Departemen Konsultasi &amp; Jaminan Kualitas<br/>Consulting &amp; Quality Assurance Department</b> |                        |                                                                               |                                                      |
| 10                                                                                                    | Fakhrurrazi            | VP Konsultasi & Jaminan Kualitas<br>VP of Consulting & Quality Assurance      | Akuntansi (S1)<br>Accounting (S1)                    |
| 11                                                                                                    | Ajibah Permatasari     | Staf Konsultasi & Jaminan Kualitas<br>Staff of Consulting & Quality Assurance | Teknik Industri (S1)<br>Industrial Engineering (S1)  |
| 12                                                                                                    | Rahmadian Ariseno      | Staf Konsultasi & Jaminan Kualitas<br>Staff of Consulting & Quality Assurance | Magister Manajemen (S2)<br>Master of Management (S2) |

**SERTIFIKAT PERSONEL SATUAN PENGAWASAN  
INTERN**

Berikut adalah rincian sertifikasi yang telah dimiliki oleh personel SAI Pupuk Kaltim:

**INTERNAL AUDIT UNIT PERSONNEL CERTIFICATE**

The following are the details of certifications held by SAI Pupuk Kaltim personnel:

**Sertifikat Personel SPI**

## SPI Personnel Certificate

| No. | Sertifikat<br>Certification        | Dikeluarkan oleh<br>Issued by            | Jumlah Personel<br>(orang)<br>Number of Personnel<br>(people) |
|-----|------------------------------------|------------------------------------------|---------------------------------------------------------------|
| 1   | Qualified Internal Auditor (QIA)   | Yayasan Pendidikan Internal Audit (YPIA) | 8                                                             |
| 2   | Audit Internal Tingkat Dasar       | Yayasan Pendidikan Internal Audit (YPIA) | 11                                                            |
| 3   | Audit Internal Tingkat Lanjutan    | Yayasan Pendidikan Internal Audit (YPIA) | 8                                                             |
| 4   | Audit Internal Tingkat Manajerial  | Yayasan Pendidikan Internal Audit (YPIA) | 8                                                             |
| 5   | Risk Based Audit Internal Auditing | Yayasan Pendidikan Internal Audit (YPIA) | 1                                                             |
| 6   | Audit Proses Manajemen Risiko      | Yayasan Pendidikan Internal Audit (YPIA) | 1                                                             |





| No. | Sertifikat<br>Certification                                                                                     | Dikeluarkan oleh<br>Issued by                                                         | Jumlah Personel<br>(orang)<br>Number of Personnel<br>(people) |
|-----|-----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------|
| 7   | Certified Information Systems Auditor                                                                           | Information Systems Audit and Control Association                                     | 1                                                             |
| 8   | Certified Internal Auditor (CIA) Part I                                                                         | Institute of Internal Auditors (IIA)                                                  | 1                                                             |
| 9   | Qualified Risk Management Analyst                                                                               | Center of Risk Management and Sustainability (CRMS) Indonesia                         | 1                                                             |
| 10  | Enterprise Risk Management Associate Professional (ERMAP)                                                       | Enterprise Risk Management Association (ERMA)                                         | 1                                                             |
| 11  | Enterprise Risk Management Certified Professional (ERMCP)                                                       | Enterprise Risk Management Association (ERMA)                                         | 1                                                             |
| 12  | Certified Risk Management Professional (CRMP)                                                                   | Lembaga Sertifikasi Profesi Manajemen Risiko (LSPMR)                                  | 1                                                             |
| 13  | Certified Risk Professional                                                                                     | Lembaga Sertifikasi Profesi Pasar Modal (LSPPM)                                       | 10                                                            |
| 14  | Certified Anti Fraud Manager                                                                                    | Asia Anti Fraud                                                                       | 1                                                             |
| 15  | Fraud Auditing 2                                                                                                | Lembaga Pengembangan Fraud Auditing (LPFA)                                            | 4                                                             |
| 16  | Sertifikasi Ahli Pengadaan Barang/Jasa Pemerintah<br>Government Goods/Services Procurement Expert Certification | Lembaga Kebijakan Pengadaan Barang dan Pemerintah<br>Public Procurement Policy Agency | 1                                                             |
| 17  | Certified Governance Risk Compliance Professional                                                               | CRMS Indonesia                                                                        | 10                                                            |
| 18  | Certified Compliance Professional                                                                               | CRMS Indonesia                                                                        | 3                                                             |
| 19  | Certified Governance Professional                                                                               | CRMS Indonesia                                                                        | 2                                                             |

## PEDOMAN KERJA SATUAN PENGAWASAN INTERN

Pupuk Kaltim telah memiliki Piagam Satuan Audit Internal dan pembaruan terakhir dilakukan pada tahun 2022, dokumen tersebut ditandatangani oleh Kepala Satuan Pengawasan Intern, Direktur Utama, Ketua Komite Audit dan Komisaris Utama Pupuk Kaltim. Hal-hal yang dimuat dalam Piagam Satuan Audit Internal, diantaranya visi dan misi SPI, posisi fungsi audit internal dalam organisasi, struktur dan kedudukan, tugas dan tanggung jawab, wewenang, kode etik auditor, persyaratan auditor internal, pertanggungjawaban, dan larangan perangkapan tugas.

Dalam melaksanakan perannya, SPI juga memiliki pedoman kerja lain seperti, yaitu Prosedur Penyusunan Program Kerja Pengawasan Tahunan, Prosedur Audit Internal, dan Prosedur Pemantauan Tindak Lanjut, serta prosedur-prosedur lain yang memberikan pedoman kepada auditor internal untuk menjalankan tugasnya.

Piagam SAI dan Prosedur Audit Internal telah disosialisasikan agar diketahui oleh seluruh Insan Pupuk Kaltim dan pihak lain yang terkait.

## KODE ETIK AUDITOR INTERNAL

Dalam menjalankan fungsi dan tugasnya, Auditor Internal telah memiliki Kode Etik yang terdiri dari:

1. Integritas  
Personil SPI memiliki integritas dengan membangun kepercayaan yang menjadi dasar *judgement* yang andal.

## INTERNAL AUDIT UNIT WORK GUIDELINES

Pupuk Kaltim has an Internal Audit Unit Charter and the last update was made in 2022, the document was signed by the Head of the Internal Audit Unit, President Director, Chairman of the Audit Committee and President Commissioner of Pupuk Kaltim. Matters contained in the Internal Audit Unit Charter include the vision and mission of the IAU, the position of the internal audit function in the organization, structure and position, duties and responsibilities, authority, auditor code of ethics, internal auditor requirements, accountability, and prohibition of concurrent duties.

In carrying out its role, SPI also has other work guidelines such as the Procedure for Preparing the Annual Supervisory Work Program, Internal Audit Procedures, and Follow-up Monitoring Procedures, as well as other procedures that provide guidelines for internal auditors to carry out their duties.

The SAI Charter and Internal Audit Procedures have been socialized so that they are known by all Pupuk Kaltim Personnel and other related parties.

## INTERNAL AUDITOR CODE OF ETHICS

In carrying out its functions and duties, the Internal Auditor has a Code of Ethics consisting of:

1. Integrity  
SPI personnel have integrity by building trust that is the basis for reliable judgment.

2. **Objektivitas**  
Personil SPI menunjukkan objektivitas profesional dalam mengumpulkan, mengevaluasi, dan mengkomunikasikan informasi tentang kegiatan atau proses yang sedang dilakukan pengawasan serta membuat penilaian berimbang dari semua keadaan yang relevan dan dipengaruhi oleh kepentingan sendiri atau pihak lain.
3. **Kerahasiaan**  
Personil SPI menghormati nilai dan kepemilikan informasi yang diterima dan tidak mengungkapkan informasi tanpa kewenangan yang tepat kecuali terdapat kewajiban hukum atau profesi.
4. **Kompetensi**  
Personil SPI menerapkan pengetahuan, keterampilan dan pengalaman yang diperlukan dalam pelaksanaan kegiatan pengawasan.

### WEWENANG SATUAN PENGAWASAN INTERN

Berdasarkan Piagam SAI, wewenang SPI dalam melaksanakan tugasnya sebagai berikut:

1. Mendapatkan akses terhadap seluruh data, dokumen, informasi, karyawan, manajemen dan sumber daya lainnya dan hal-hal lain yang dianggap perlu dari Perusahaan serta anak perusahaan dan afiliasi untuk menjalankan tugasnya;
2. Meminta penjelasan kepada manajemen unit kerja untuk tindak lanjut terhadap suatu permasalahan;
3. Melakukan komunikasi secara langsung dengan Direksi, Dewan Komisaris dan Komite Audit;
4. Melakukan rapat secara berkala atau insidental dengan Direksi, Dewan Komisaris dan Komite Audit;
5. SPI dapat melakukan koordinasi dan komunikasi dengan Dewan Komisaris, Komite Audit dan Unit Kerja di lingkungan anak perusahaan dan afiliasi dalam rangka pelaksanaan pengawasan terintegrasi yang dijalankan melalui koordinasi dengan masing-masing SPI anak perusahaan yang terkait;
6. Melakukan koordinasi kegiatan dengan auditor eksternal termasuk pula pihak eksternal lainnya dan regulator;
7. Memakai tenaga ahli yang diperlukan untuk menunjang kegiatan audit;
8. Melakukan koordinasi dengan SPI PT Pupuk Indonesia (Persero) termasuk anak perusahaannya.

### PROGRAM KERJA PENGAWASAN TAHUNAN 2024

SPI telah menyusun Program Kerja Pengawasan Tahunan (PKPT) melalui pendekatan *Risk Based Internal Audit* (RBIA) yang meliputi proses bisnis/objektif yang signifikan bagi manajemen. Dalam menentukan objek audit, mempertimbangkan hal-hal sebagai berikut:

1. Risiko Strategis Perusahaan;
2. *Risk That Matter* (RTM) Konsolidasi Pupuk Indonesia yang telah dievaluasi sesuai kondisi perusahaan;

2. **Objectivity**  
SPI personnel demonstrate professional objectivity in collecting, evaluating, and communicating information about activities or processes being supervised and making balanced assessments of all relevant circumstances and influenced by their own interests or those of other parties.
3. **Confidentiality**  
SPI personnel respect the value and ownership of information received and do not disclose information without proper authority unless there is a legal or professional obligation.
4. **Competence**  
SPI personnel apply the knowledge, skills and experience required in carrying out supervisory activities.

### INTERNAL AUDIT UNIT AUTHORITY

Based on the SAI Charter, the authority of SPI in carrying out its duties is as follows:

1. Obtaining access to all data, documents, information, employees, management and other resources and other matters deemed necessary from the Company and its subsidiaries and affiliates to carry out its duties;
2. Requesting an explanation from the work unit management for follow-up on a problem;
3. Communicating directly with the Board of Directors, Board of Commissioners and Audit Committee;
4. Holding regular or incidental meetings with the Board of Directors, Board of Commissioners and Audit Committee;
5. SPI can coordinate and communicate with the Board of Commissioners, Audit Committee and Work Units in the subsidiary and affiliate environment in order to implement integrated supervision carried out through coordination with each related subsidiary SPI;
6. Coordinating activities with external auditors including other external parties and regulators;
7. Using the necessary experts to support audit activities;
8. Coordinating with SPI PT Pupuk Indonesia (Persero) including its subsidiaries.

### 2024 ANNUAL SUPERVISORY WORK PROGRAM

SPI has prepared an Annual Supervisory Work Program (PKPT) through the *Risk Based Internal Audit* (RBIA) approach which includes business processes/objectives that are significant to management. In determining the audit object, consider the following:

1. Company Strategic Risk;
2. *Risk That Matter* (RTM) Consolidation of Pupuk Indonesia which has been evaluated according to the company's condition;





3. Arahan Direksi Pupuk Kaltim;
4. RKAP tahun buku 2024;
5. Laporan Audit oleh Auditor Eksternal;
6. Arahan Komite Audit Pupuk Kaltim;
7. Sinergi Satuan Pengawasan Intern PT Pupuk Indonesia (Persero).

Sesuai penentuan risiko utama perusahaan dan masukan dari Direktur Utama dan Dewan Komisaris, maka kegiatan audit difokuskan pada objek yang berkaitan dengan risiko utama perusahaan (*risk that matter*) seperti risiko terkait bahan baku, downtime pabrik, terjadinya kecelakaan kerja, terjadinya pencemaran lingkungan, tidak tercapainya target penjualan komersial, keterlambatan penyelesaian proyek pengembangan, dan gangguan likuiditas. Atas risiko-risiko tersebut, fokus audit pada tahun 2024 adalah terkait:

3. Direction of the Board of Directors of Pupuk Kaltim;
4. RKAP for the 2024 fiscal year;
5. Audit Report by External Auditor;
6. Direction of the Pupuk Kaltim Audit Committee;
7. Synergy of the Internal Supervisory Unit of PT Pupuk Indonesia (Persero).

In accordance with the determination of the company's main risks and input from the President Director and Board of Commissioners, audit activities are focused on objects related to the company's main risks (*risks that matter*) such as risks related to raw materials, factory downtime, work accidents, environmental pollution, failure to achieve commercial sales targets, delays in completing development projects, and liquidity disruptions. For these risks, the focus of the audit in 2024 is related to:

| No. | Program Kerja Audit Tahun 2024                | Audit Work Program in 2024                  |
|-----|-----------------------------------------------|---------------------------------------------|
| 1   | Perencanaan & Pelaksanaan Pemeliharaan Pabrik | Plant Maintenance Planning & Implementation |
| 2   | Penjualan Produk Komersial                    | Commercial Product Sales                    |
| 3   | Proyek pengembangan                           | Development projects                        |
| 4   | Departemen Keuangan                           | Finance Department                          |
| 5   | Departemen K3                                 | OHS Department                              |
| 6   | Departemen Lingkungan Hidup                   | Environment Department                      |
| 7   | Sumber Daya Manusia                           | Human Resources                             |
| 8   | HPP Subsidi 2023                              | 2023 Subsidized HPP                         |
| 9   | HPP Subsidi Interim 2024                      | 2024 Interim Subsidized HPP                 |
| 10  | Biaya Bahan Baku                              | Raw Material Costs                          |

Per 31 Desember 2024 terdapat 42 rekomendasi atau sebesar 89% telah selesai ditindaklanjuti, dan sisanya sebanyak 5 (lima) rekomendasi masih dalam proses penyelesaian sampai dengan Maret 2025.

As of December 31, 2024, a total of 42 recommendations, or 89%, have been fully implemented, while the remaining 5 (five) recommendations are still in the process of being completed until March 2025.

### KEGIATAN NON-ASSURANCE

Selain menjalankan fungsi *assurance*, selama tahun 2024 SPI Pupuk Kaltim juga melaksanakan 23 kegiatan *non-assurance* seperti memberikan jasa konsultasi kepada unit kerja dalam kapasitas tata kelola, risiko, dan pengendalian internal diantaranya konsultasi terkait proses pengadaan jasa, pengadaan barang, pelaksanaan kontrak proyek, pendampingan kepada auditor-auditor eksternal, dan evaluasi terhadap pengendalian internal perusahaan.

### NON-ASSURANCE ACTIVITIES

In addition to its assurance function, throughout 2024, SPI Pupuk Kaltim also conducted 23 non-assurance activities, including providing consultancy services to work units in the areas of governance, risk, and internal control. These activities included consultations on service procurement processes, goods procurement, project contract implementation, assistance to external auditors, and evaluations of the company's internal control systems.

### SISTEM MANAJEMEN AUDIT

SPI bersama dengan unit kerja Teknologi Informasi (TI) telah membuat Sistem Manajemen Audit (SMA) pada tahun 2021. SMA bertujuan untuk menunjang kegiatan operasional audit, pemantauan terhadap tindak lanjut hasil audit serta memudahkan proses pelaporan tindak lanjut audit internal kepada Direksi, Dewan Komisaris dan Pemegang Saham.

### AUDIT MANAGEMENT SYSTEM

In collaboration with the Information Technology (IT) unit, SPI developed the Audit Management System (SMA) in 2021. The SMA is designed to support audit operations, monitor follow-ups on audit findings, and streamline the reporting process for internal audit follow-ups to the Board of Directors, Board of Commissioners, and Shareholders.



Sistem aplikasi SMA dilengkapi dengan beberapa fitur, antara lain:

1. Perencanaan kegiatan audit, mulai dari pembuatan Surat Tugas Audit/Evaluasi dan pembuatan audit program sebelum dilakukan kegiatan audit;
2. Pelaksanaan kegiatan audit berupa pembuatan Kertas Kerja Audit (KKA);
3. Pelaporan kegiatan audit berupa pembuatan Notisi Temuan Audit dan Laporan Hasil Audit;
4. Pemantauan rekomendasi hasil audit internal dan eksternal.

### RAPAT SATUAN PENGAWASAN INTERN

Sejalan dengan regulasi yang berlaku, Unit Audit Internal mengadakan rapat secara berkala maupun insidental dengan Direksi, Dewan Komisaris, dan/atau Komite Audit. Rapat tersebut, antara lain membahas tentang hasil temuan Unit Audit Internal maupun koordinasi terkait dengan rencana audit.

Sepanjang tahun 2024, SPI telah menyelenggarakan dan mengikuti rapat sebanyak 12 kali dengan Direksi dan 4 (empat) kali dengan Dewan Komisaris dan Komite Audit, dengan rincian kehadiran sebagai berikut:

### Frekuensi dan Kehadiran Rapat SPI

Frequency and Attendance of SPI Meetings

| Perihal                            | Rapat SPI dengan<br>SPI Meeting with |                                           |                                 |
|------------------------------------|--------------------------------------|-------------------------------------------|---------------------------------|
|                                    | Direksi<br>Board of Directors        | Dewan Komisaris<br>Board of Commissioners | Komite Audit<br>Audit Committee |
| Jumlah Rapat<br>Number of Meetings | 12                                   | 4                                         | 4                               |
| Kehadiran<br>Attendance            | 12                                   | 4                                         | 4                               |
| Frekuensi (%)<br>Frequency (%)     | 100                                  | 100                                       | 100                             |

### PROGRAM PENGEMBANGAN KOMPETENSI AUDITOR INTERNAL

Untuk meningkatkan kualitas dan kompetensi personil SPI sesuai dengan kebutuhan pelaksanaan tugas pengawasan, SPI telah melakukan berbagai program pengembangan kapabilitas secara sistematis pada tahun 2024.

### Program Pengembangan Kompetensi SPI

SPI Competency Development Program

| Nama<br>Name       | Judul Pelatihan<br>Training Name                                                                                              | Provider<br>Organizer                    |
|--------------------|-------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
| Abdul Rachman A.   | Pelatihan & Sertifikasi Manajemen Umum Dana Pensiun (MUDP)<br>Pension Fund General Management Training & Certification (MUDP) | ADPI & LSPDI                             |
| Ajiyah Permatasari | CQI and IRCA Certified ISO/IEC 27001:2022 Lead Auditor Training Course                                                        | BSI Group Indonesia                      |
|                    | Sertifikasi QIA Lanjutan<br>Advanced QIA Certification                                                                        | Yayasan Pendidikan Internal Audit (YPIA) |

The SMA application is equipped with several features, including:

1. Audit activity planning, covering the issuance of Audit/Evaluation Assignment Letters and audit program development before audit activities commence.
2. Execution of audit activities, including the preparation of Audit Working Papers (KKA).
3. Audit reporting, including the creation of Audit Findings Notices and Audit Reports.
4. Monitoring of follow-up actions on internal and external audit recommendations.

### INTERNAL AUDIT UNIT MEETINGS

In line with applicable regulations, the Internal Audit Unit holds regular and ad hoc meetings with the Board of Directors, the Board of Commissioners, and/or the Audit Committee. These meetings primarily discuss the findings of the Internal Audit Unit and coordinate audit plans.

Throughout 2024, SPI conducted and participated in 12 meetings with the Board of Directors and 4 (four) meetings with the Board of Commissioners and the Audit Committee. The attendance details are as follows:

### INTERNAL AUDITOR COMPETENCY DEVELOPMENT PROGRAM

To enhance the quality and competence of SPI personnel in line with the requirements of audit oversight, SPI implemented a series of systematic capability development programs throughout 2024.





| Nama<br>Name       | Judul Pelatihan<br>Training Name                                                                                                                                                                                                           | Provider<br>Organizer                                  |
|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|
|                    | Pelatihan dan Sertifikasi ISO 37001 <i>Lead Implementer</i> Sistem Manajemen Kepatuhan<br>ISO 37001 Lead Implementer Compliance Management System Training and Certification                                                               | PT Cipta Raya Mekar Sahitya (CRMS)                     |
|                    | Pelatihan <i>Audit Managerial Performing an Effective Quality Assessment</i><br>Audit Managerial Training Performing an Effective Quality Assessment                                                                                       | The Institute of Internal Auditors Indonesia (IIA)     |
| Bryan Alfadhori    | Pelatihan dan Sertifikasi Pelatihan IDEA Data Analytic Level 1<br>IDEA Data Analytic Level 1 Training and Certification                                                                                                                    | Insight Consulting                                     |
|                    | <i>Workshop</i> Implementasi TKDN untuk Pengadaan Barang dan Jasa Perusahaan<br>Workshop on Implementing TKDN for Company Procurement of Goods and Services                                                                                | PT Surveyor Indonesia                                  |
|                    | <i>Workshop</i> Nasional PBJ<br>PBJ National Workshop                                                                                                                                                                                      | Pusat Pendidikan dan Pelatihan Nasional (PUSDIKLATNAS) |
|                    | Pelatihan <i>Audit Managerial Performing an Effective Quality Assessment</i><br>Audit Managerial Training Performing an Effective Quality Assessment                                                                                       | The Institute of Internal Auditors Indonesia (IIA)     |
| Denny Randiana F.S | Pelatihan dan Sertifikasi Pelatihan IDEA Data Analytic Level 1<br>IDEA Data Analytic Level 1 Training and Certification                                                                                                                    | Insight Consulting                                     |
|                    | <i>Workshop</i> Implementasi TKDN untuk Pengadaan Barang dan Jasa Perusahaan<br>Workshop on Implementing TKDN for Company Procurement of Goods and Services                                                                                | PT Surveyor Indonesia                                  |
|                    | <i>Workshop</i> Nasional PBJ<br>PBJ National Workshop                                                                                                                                                                                      | Pusat Pendidikan dan Pelatihan Nasional (PUSDIKLATNAS) |
| Fakhrurrazi        | Pelatihan <i>Audit Managerial Performing an Effective Quality Assessment</i><br>Audit Managerial Training Performing an Effective Quality Assessment                                                                                       | The Institute of Internal Auditors Indonesia (IIA)     |
| Fibry Dil Adha N   | Pelatihan & Sertifikasi QIA Tingkat Dasar<br>QIA Basic Level Training & Certification                                                                                                                                                      | YPIA (Yayasan Pendidikan Internal Audit)               |
| Geraldly Sirait    | Training Psychological First Aid (Batch 1)                                                                                                                                                                                                 | PT Riliv Indonesia                                     |
|                    | CQI and IRCA Certified ISO/IEC 27001:2022 Lead Auditor Training Course                                                                                                                                                                     | BSI Group Indonesia                                    |
|                    | Pelatihan dan Sertifikasi Auditor Sistem Manajemen Pengamanan Internal Objek Vital Nasional dan Objek Tertentu<br>Training and Certification of Internal Security Management System Auditor for National Vital Objects and Certain Objects | PT Tetap Setia Sekuriti Indonesia                      |
|                    | Pelatihan dan Sertifikasi ISO 37001 <i>Lead Implementer</i> Sistem Manajemen Kepatuhan<br>ISO 37001 Lead Implementer Compliance Management System Training and Certification                                                               | PT Cipta Raya Mekar Sahitya (CRMS)                     |
| Hafid Sjauz        | <i>Workshop</i> the Persuasive Communicator                                                                                                                                                                                                | Persona Global Indonesia                               |
| Herliani           | Elevating Internal Audit as a Value Driver: "Achieving Business Resilience in the Era of Digitalization"                                                                                                                                   | Yayasan Pendidikan Internal Audit (YPIA)               |
|                    | Pelatihan dan Sertifikasi <i>Qualified Internal Auditor (QIA)</i> Tingkat Pra Manajerial<br>Qualified Internal Auditor (QIA) Training and Certification for Pre-Managerial Level                                                           | Yayasan Pendidikan Internal Audit (YPIA)               |
|                    | Pelatihan dan Sertifikasi <i>Qualified Internal Auditor (QIA)</i> Tingkat Manajerial Kepala SPI<br>Qualified Internal Auditor (QIA) Training and Certification for Managerial Level Head of SPI                                            | Yayasan Pendidikan Internal Audit (YPIA)               |
|                    | Pelatihan dan Sertifikasi <i>Qualified Risk Governance Professional (QRGP)</i><br>Qualified Risk Governance Professional (QRGP) Training and Certification                                                                                 | CRMS Indonesia                                         |
| Ika Kusumadewi     | Elevating Internal Audit as a Value Driver: "Achieving Business Resilience in the Era of Digitalization"                                                                                                                                   | Yayasan Pendidikan Internal Audit (YPIA)               |
|                    | ACIIA Regional Conference "Purposefull Impact"                                                                                                                                                                                             | IIA INDONESIA                                          |

| Nama<br>Name           | Judul Pelatihan<br>Training Name                                                                                                                     | Provider<br>Organizer                              |
|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|
| Kharisma Ayuning Putri | Pelatihan & Sertifikasi QIA Tingkat Dasar<br>Basic QIA Training & Certification                                                                      | Yayasan Pendidikan Internal Audit (YPIA)           |
| Nailul Abrari          | Elevating Internal Audit as a Value Driver: "Achieving Business Resilience in the Era of Digitalization"                                             | Yayasan Pendidikan Internal Audit (YPIA)           |
| Nur Fauziah            | Pelatihan & Sertifikasi QIA Tingkat Dasar<br>Basic QIA Training & Certification                                                                      | Yayasan Pendidikan Internal Audit (YPIA)           |
| Okta Petrina           | ACIIA Regional Conference "Purposefull Impact"                                                                                                       | IIA INDONESIA                                      |
|                        | Pelatihan & Sertifikasi Manajemen Umum Dana Pensiun (MUDP)<br>Pension Fund General Management (MUDP) Training & Certification                        | ADPI & LSPDI                                       |
|                        | Workshop the Persuasive Communicator                                                                                                                 | Persona Global Indonesia                           |
| Putri Pamuji           | Pelatihan & Sertifikasi QIA Tingkat Dasar<br>Basic QIA Training & Certification                                                                      | Yayasan Pendidikan Internal Audit (YPIA)           |
| Rahmadian Ariseno      | Pelatihan Penilai Risk Maturity Index (RMI)<br>Risk Maturity Index (RMI) Assessor Training                                                           | PT Pendidikan Maritim dan Logistik Indonesia       |
|                        | Elevating Internal Audit as a Value Driver: "Achieving Business Resilience in the Era of Digitalization"                                             | Yayasan Pendidikan Internal Audit                  |
|                        | Pelatihan Audit Managerial Performing an Effective Quality Assessment<br>Managerial Audit Training Performing an Effective Quality Assessment        | The Institute of Internal Auditors Indonesia (IIA) |
| Rama Previanto         | Pelatihan & Sertifikasi QIA Tingkat Dasar<br>Basic QIA Training & Certification                                                                      | Yayasan Pendidikan Internal Audit (YPIA)           |
|                        | Workshop Implementasi TKDN untuk Pengadaan Barang dan Jasa Perusahaan<br>Workshop on Implementing TKDN for Company Procurement of Goods and Services | PT Surveyor Indonesia                              |
| Susila Eko Prasetya    | Sertifikasi QIA Lanjutan<br>Advanced QIA Certification                                                                                               | YPIA                                               |

## PENILAIAN KINERJA SATUAN PENGAWASAN INTERN

Berdasarkan realisasi kinerja, capaian KPI SPI pada 2024 sebesar 108,26%. Penilaian kinerja SPI dilakukan dengan mengukur pencapaian KPI secara tahunan yang telah disepakati antara Kepala SPI dengan Direktur Utama. Indikator penilaian kinerja SPI pada 2024 sebagai berikut:

1. Pelaksanaan Kegiatan Assurance & Assurance lainnya.
2. Penerbitan PKPT.
3. Program Kerja Arahkan RUPS dan Sinergi PKPT PI Grup.
4. Pelaksanaan Pemantauan Tindak Lanjut Rekomendasi Audit Internal.
5. Penyelesaian Tindak Lanjut Temuan Audit Eksternal.

SPI menerbitkan laporan hasil audit dan laporan hasil evaluasi setelah kegiatan berlangsung untuk memastikan bahwa *auditee* dan/atau pihak terkait melaksanakan tindak lanjut atau langkah perbaikan atas hasil audit atau hasil evaluasi.

## INTERNAL AUDIT UNIT PERFORMANCE ASSESSMENT

Based on performance realization, SPI achieved a KPI score of 108.26% in 2024. The performance assessment of SPI is conducted by measuring the annual KPI achievement, as agreed upon between the Head of SPI and the President Director. The performance indicators for SPI in 2024 are as follows:

1. Implementation of Assurance Activities & other Assurance.
2. Issuance of PKPT.
3. GMS Directive Work Program and Synergy of the PI Group PKPT.
4. Implementation of Monitoring of Follow-up to Internal Audit Recommendations.
5. Settlement of Follow-up to External Audit Findings.

SPI issues audit result reports and evaluation result reports after the activity takes place to ensure that the auditee and/or related parties carry out follow-up or corrective steps on the audit results or evaluation results.



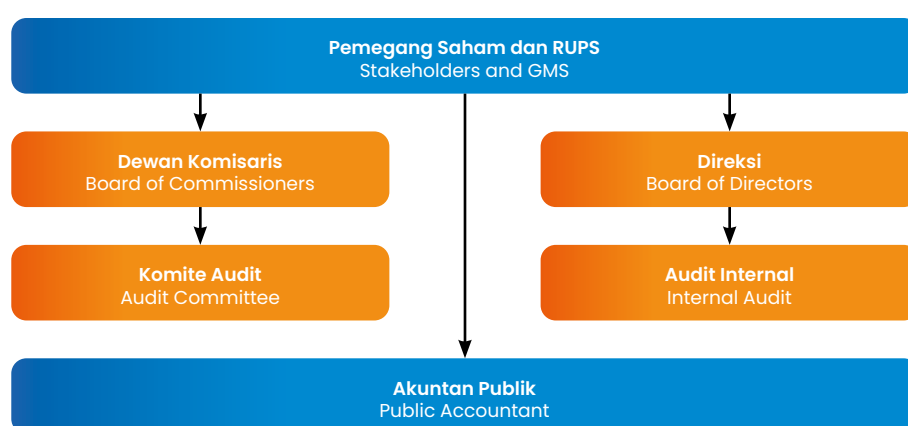


# Auditor Eksternal

## External Auditor

Auditor eksternal memberikan *assurance* atau penjaminan dan audit atas laporan keuangan Pupuk Kaltim. Auditor eksternal memiliki peran besar dalam transparansi dan akuntabilitas Perusahaan, khususnya terkait informasi yang tercantum dalam laporan keuangan. Untuk menjaga integritasnya, kewenangan penunjukan Akuntan Publik selaku auditor eksternal Perusahaan dimiliki langsung oleh Pemegang Saham yang diputuskan dalam RUPS atau keputusan sirkuler.

External auditors provide assurance and audit of Pupuk Kaltim's financial statements. External auditors have a major role in the Company's transparency and accountability, especially regarding the information contained in the financial statements. To maintain its integrity, the authority to appoint a Public Accountant as the Company's external auditor is held directly by the Shareholders as decided in the GMS or circular decision.



Berdasarkan keputusan RUPS Kinerja Tahun Buku 2023 yang diselenggarakan pada tanggal 22 Juli 2024, Pupuk Kaltim menunjuk KAP Tanudiredja, Wibisana, Rintis dan Rekan sebagai auditor independen yang mengaudit Laporan Keuangan Konsolidasian Perusahaan dan Laporan Keuangan Pelaksanaan Program Pendanaan Usaha Mikro dan Kecil (UMK) untuk Tahun Buku 2024.

Penunjukan auditor eksternal telah memenuhi ketentuan Peraturan Menteri Keuangan No. 17/PMK.01/2008 tentang Jasa Akuntan Publik, Pasal 3 terkait pembatasan masa pemberian jasa, yakni KAP hanya boleh melakukan audit maksimal 6 (enam) tahun buku berturut-turut dengan seorang Akuntan Publik maksimal 3 (tiga) tahun buku berturut-turut.

KAP yang telah mengaudit Laporan Keuangan Pupuk Kaltim selama 2019 hingga 2024 adalah sebagai berikut.

Based on the decision of the 2023 Fiscal Year Performance GMS held on July 22, 2024, Pupuk Kaltim appointed KAP Tanudiredja, Wibisana, Rintis and Rekan as an independent auditor to audit the Company's Consolidated Financial Statements and the Financial Statements of the Implementation of the Micro and Small Enterprises (UMK) Funding Program for the 2024 Fiscal Year.

The appointment of the external auditor has complied with the provisions of the Minister of Finance Regulation No.17/PMK.01/2008 concerning Public Accountant Services, Article 3 concerning the limitation of the service period where the KAP may only conduct audits for a maximum of 6 (six) consecutive fiscal years with a Public Accountant for a maximum of 3 (three) consecutive fiscal years.

The KAPs that have audited Pupuk Kaltim's Financial Statements from 2019 to 2024 are as follows.

### Jumlah Periode Akuntan Publik dan KAP, Ruang Lingkup Audit dan Besarnya Imbalan Jasa Audit

Number of Public Accountant and KAP Periods, Scope of Audit and Amount of Audit Service Fee

| Tahun Buku<br>Fiscal Year | Akuntan Publik<br>Public Accountant | Kantor Akuntan<br>Publik<br>Public Accountant Firm                             | Ruang Lingkup Audit dan<br>Jasa Lainnya<br>Scope of Audit and Other Services                                                                                                                                                                                                                                                                                                                                                                                                              | Opini Audit<br>Audit Opinion                           | Biaya Audit<br>Audit Fees (Rp) |
|---------------------------|-------------------------------------|--------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|--------------------------------|
| 2024                      | Dedy Lesmana<br>AP.1782             | Rintis, Jumadi,<br>Rianto & Rekan<br>No. Registrasi 315/<br>KM.1.2025          | <ul style="list-style-type: none"> <li>Audit Laporan Keuangan</li> <li>Audit Evaluasi Kinerja</li> <li>Audit Kepatuhan</li> <li>Audit Laporan Keuangan Pelaksanaan Program Pendanaan Usaha Mikro dan Kecil (UMK)</li> <li>Audit Pencapaian KPI</li> <li>Financial Report Audit</li> <li>Performance Evaluation Audit</li> <li>Compliance Audit</li> <li>Financial Report Audit of Micro and Small Business Funding Program (UMK) Implementation</li> <li>KPI Achievement Audit</li> </ul> | Wajar Tanpa Pengecualian<br><br>Fair Without Exception | 3.052.000.000                  |
| 2023                      | Toto Harsono<br>AP. 1122            | Tanudiredja,<br>Wibisana, Rintis dan Rekan<br>No. Registrasi 241/<br>KM.1/2015 | <ul style="list-style-type: none"> <li>Audit Laporan Keuangan</li> <li>Audit Evaluasi Kinerja</li> <li>Audit Kepatuhan</li> <li>Audit Laporan Keuangan Pelaksanaan Program Pendanaan Usaha Mikro dan Kecil (UMK)</li> <li>Audit Pencapaian KPI</li> <li>Financial Report Audit</li> <li>Performance Evaluation Audit</li> <li>Compliance Audit</li> <li>Financial Report Audit of Micro and Small Business Funding Program (UMK) Implementation</li> <li>KPI Achievement Audit</li> </ul> | Wajar Tanpa Pengecualian<br><br>Fair Without Exception | 3.045.000.000                  |
| 2022                      | Toto Harsono<br>AP. 1122            | Tanudiredja,<br>Wibisana, Rintis dan Rekan<br>No. Registrasi 241/<br>KM.1/2015 | <ul style="list-style-type: none"> <li>Audit Laporan Keuangan</li> <li>Audit Evaluasi Kinerja</li> <li>Audit Kepatuhan</li> <li>Audit PKBL</li> <li>Audit Pencapaian KPI</li> <li>Financial Report Audit</li> <li>Performance Evaluation Audit</li> <li>Compliance Audit</li> <li>PKBL Audit</li> <li>KPI Achievement Audit</li> </ul>                                                                                                                                                    | Wajar Tanpa Pengecualian<br><br>Fair Without Exception | 2.046.840.000                  |
| 2021                      | Toto Harsono<br>AP. 1122            | Tanudiredja,<br>Wibisana, Rintis dan Rekan<br>No. Registrasi 241/<br>KM.1/2015 | <ul style="list-style-type: none"> <li>Audit Laporan Keuangan</li> <li>Audit Evaluasi Kinerja</li> <li>Audit Kepatuhan</li> <li>Audit PKBL</li> <li>Audit Pencapaian KPI</li> <li>Financial Report Audit</li> <li>Performance Evaluation Audit</li> <li>Compliance Audit</li> <li>PKBL Audit</li> <li>KPI Achievement Audit</li> </ul>                                                                                                                                                    | Wajar Tanpa Pengecualian<br><br>Fair Without Exception | 2.956.000.000                  |
| 2020                      | Toto Harsono<br>AP. 1122            | Tanudiredja,<br>Wibisana, Rintis dan Rekan<br>No. Registrasi 241/<br>KM.1/2015 | <ul style="list-style-type: none"> <li>Audit Laporan Keuangan</li> <li>Audit Evaluasi Kinerja</li> <li>Audit Kepatuhan</li> <li>Audit PKBL</li> <li>Audit Pencapaian KPI</li> <li>Audit Tindak Lanjut Arahan dan Keputusan RUPS</li> </ul>                                                                                                                                                                                                                                                | Wajar Tanpa Pengecualian                               | 2.471.500.000                  |







| Tahun Buku<br>Fiscal Year | Akuntan Publik<br>Public Accountant | Kantor Akuntan Publik<br>Public Accountant Firm                                   | Ruang Lingkup Audit dan Jasa Lainnya<br>Scope of Audit and Other Services                                                                                                                                                                                                                                                                                                                                                                                | Opini Audit<br>Audit Opinion                                                           | Biaya Audit<br>Audit Fees (Rp) |
|---------------------------|-------------------------------------|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|--------------------------------|
|                           |                                     |                                                                                   | <ul style="list-style-type: none"> <li>Financial Report Audit</li> <li>Performance Evaluation Audit</li> <li>Compliance Audit</li> <li>PKBL Audit</li> <li>KPI Achievement Audit</li> <li>Follow-up Audit of GMS Directives and Resolutions</li> </ul>                                                                                                                                                                                                   | Fair Without Exception                                                                 |                                |
| 2019                      | Endang Pramuwati<br>AP. 0500        | Amir Abadi Jusuf,<br>Aryanto, Mawar dan Rekan<br>No. Registrasi 477/<br>KM.1/2015 | <ul style="list-style-type: none"> <li>Audit Laporan Keuangan</li> <li>Audit Evaluasi Kinerja</li> <li>Audit Kepatuhan</li> <li>Audit PKBL</li> <li>Audit Pencapaian KPI</li> <li>Audit Tindak Lanjut Arahan dan Keputusan RUPS</li> <li>Financial Report Audit</li> <li>Performance Evaluation Audit</li> <li>Compliance Audit</li> <li>PKBL Audit</li> <li>KPI Achievement Audit</li> <li>Follow-up Audit of GMS Directives and Resolutions</li> </ul> | Wajar Tanpa Pengecualian<br><br><br><br><br><br><br><br><br><br>Fair Without Exception | 935.950.730                    |

### JASA LAIN YANG DIBERIKAN SELAIN JASA AUDIT LAPORAN KEUANGAN TAHUNAN

Pihak yang ditunjuk Pupuk Kaltim sebagai Akuntan Publik tidak memberikan jasa lain selain lingkup audit tersebut di atas.

### OTHER SERVICES PROVIDED IN ADDITION TO ANNUAL FINANCIAL STATEMENT AUDIT SERVICES

The party appointed by Pupuk Kaltim as Public Accountant does not provide other services other than the audit scope mentioned above.

### EFEKTIVITAS PELAKSANAAN AUDIT EKSTERNAL

Manajemen Pupuk Kaltim telah rutin melaksanakan koordinasi dan komunikasi dengan KAP dan Komite Audit untuk meminimalisir kendala-kendala selama proses audit demi efektivitas dan ketepatan target waktu pelaksanaan audit. Manajemen dan Komite Audit juga aktif melaksanakan rapat koordinasi dengan Satuan Pengawasan Intern dalam pemantauan tindak lanjut temuan-temuan audit eksternal dan melakukan kajian efektivitas pelaksanaan audit eksternal sehingga diharapkan dilakukan perbaikan dan peningkatan kinerja perusahaan baik dari segi keuangan maupun operasional di masa mendatang. Selanjutnya, Manajemen melaporkan pelaksanaan tindak lanjut tersebut kepada Dewan Komisaris secara berkala.

### EFFECTIVENESS OF EXTERNAL AUDIT IMPLEMENTATION

Pupuk Kaltim Management has routinely coordinated and communicated with the Public Accounting Firm and Audit Committee to minimize obstacles during the audit process for the sake of effectiveness and accuracy of the audit implementation time target. Management and the Audit Committee also actively hold coordination meetings with the Internal Audit Unit in monitoring the follow-up of external audit findings and conduct reviews of the effectiveness of external audit implementation so that improvements and enhancements are expected to be made to the company's performance both in terms of finance and operations in the future. Furthermore, Management reports the implementation of the follow-up to the Board of Commissioners periodically.

### TINDAK LANJUT ATAS TEMUAN AUDITOR INDEPENDEN

Terdapat 2 (dua) rekomendasi atas hasil audit atas Kepatuhan Terhadap Peraturan Perundang-undangan & Pengendalian internal dari KAP Tanudiredja, Wibisana, Rintis & Rekan (PwC) yang telah seluruhnya berstatus selesai (100% ditindaklanjuti).

### FOLLOW-UP ON INDEPENDENT AUDITOR FINDINGS

There are 2 (two) recommendations on the audit results for Compliance with Laws and Regulations & Internal Control from Public Accounting Firm Tanudiredja, Wibisana, Rintis & Rekan (PwC) which have all been completed (100% followed up).

# Sistem Pengendalian Internal Perusahaan

## Company's Internal Control System

### PEDOMAN SISTEM PENGENDALIAN INTERNAL PERUSAHAAN

Secara keseluruhan, sistem pengendalian internal Perusahaan adalah kumpulan alat yang berfungsi sebagai prosedur dan panduan pelaksanaan operasional. Efektivitas suatu sistem di dalam lingkup Perusahaan diukur berdasarkan pencapaian tujuan perusahaan. Pengendalian internal menjadi krusial untuk memastikan kepatuhan terhadap peraturan, memastikan ketersediaan laporan keuangan dan manajemen yang akurat, lengkap, dan tepat waktu, serta meningkatkan efisiensi dan efektivitas kegiatan usaha Pupuk Kaltim.

Komitmen terhadap prinsip ini terwujud dalam Pedoman Sistem Pengendalian Internal Pupuk Kaltim, yang telah disahkan oleh Direktur Utama pada 26 Februari 2018.

### KERANGKA KERJA SISTEM PENGENDALIAN INTERNAL

Sistem Pengendalian Internal Perusahaan mengacu pada kerangka yang diakui secara internasional, yaitu *Internal Control Committee of Sponsoring Organizations of the Treadway Commission (COSO-IC)*. Komponen sistem pengendalian internal Pupuk Kaltim terdiri dari:

1. Lingkungan Pengendalian  
Seluruh Insan Pupuk Kaltim maupun pihak eksternal berperan dalam melakukan aktivitas dan tanggung jawab pengendalian yang menimbulkan perilaku positif dan sehat.
2. Penilaian Risiko  
Setiap level organisasi Pupuk Kaltim mengelola risiko yang relevan dengan pelaksanaan tugas dan fungsinya dalam usaha pencapaian tujuan Perusahaan.
3. Kegiatan Pengendalian  
Proses pengendalian dilaksanakan pada seluruh kegiatan bisnis Pupuk Kaltim berdasarkan kebijakan dan prosedur yang telah ditetapkan secara tertulis melalui SK Direksi. Kegiatan pengendalian dilakukan melalui tinjauan atas kinerja, pembinaan SDM, pengendalian atas pengelolaan sistem informasi, pengendalian fisik aset, pemisahan fungsi, pelaksanaan kejadian dan transaksi, pembatasan akses dan akuntabilitas serta dokumentasi yang baik.
4. Informasi dan Komunikasi  
Dalam memudahkan pelaksanaan, pengendalian dan pertanggungjawaban, perlu adanya proses identifikasi, pencatatan dan pengomunikasian informasi (keuangan dan non keuangan) yang berkaitan dengan

### COMPANY INTERNAL CONTROL SYSTEM GUIDELINES

Overall, the Company's internal control system is a collection of tools that function as procedures and guidelines for operational implementation. The effectiveness of a system within the Company is measured based on the achievement of the company's goals. Internal control is crucial to ensure compliance with regulations, ensure the availability of accurate, complete, and timely financial and management reports, and improve the efficiency and effectiveness of Pupuk Kaltim's business activities.

Commitment to this principle is manifested in the Pupuk Kaltim Internal Control System Guidelines, which were approved by the President Director on February 26, 2018.

### INTERNAL CONTROL SYSTEM FRAMEWORK

The Company's Internal Control System refers to an internationally recognized framework, namely the Internal Control Committee of Sponsoring Organizations of the Treadway Commission (COSO-IC). The components of Pupuk Kaltim's internal control system consist of:

1. Control Environment  
All Pupuk Kaltim personnel and external parties play a role in carrying out control activities and responsibilities that create positive and healthy behavior.
2. Risk Assessment  
Every level of Pupuk Kaltim's organization manages risks that are relevant to the implementation of its duties and functions in an effort to achieve the Company's goals.
3. Control Activities  
The control process is carried out in all Pupuk Kaltim business activities based on policies and procedures that have been determined in writing through a Board of Directors' Decree. Control activities are carried out through performance reviews, HR development, control over information system management, physical control of assets, separation of functions, implementation of events and transactions, access restrictions and accountability, and good documentation.
4. Information and Communication  
In order to facilitate the implementation, control and accountability, there needs to be a process of identification, recording and communicating information (financial and non-financial) related to





pelaksanaan tugas pokok dan fungsinya dalam waktu dan bentuk (format) yang tepat.

5. Pemantauan

Kegiatan pemantauan dilakukan dalam proses menilai kualitas sistem pengendalian internal dalam jangka waktu tertentu sehingga dapat berjalan efektif dan optimal.

the implementation of the main tasks and functions in the right time and form (format).

5. Monitoring

Monitoring activities are carried out in the process of assessing the quality of the internal control system within a certain period of time so that it can run effectively and optimally.

## ACUAN REGULASI DAN PENJELASAN SISTEM PENGENDALIAN INTERNAL

Sistem Pengendalian Internal yang efektif memegang peranan krusial sebagai fondasi pengelolaan perusahaan, memberikan landasan operasional yang sehat dan aman. Lebih dari sekadar rutinitas, Sistem Pengendalian Internal yang efektif juga berperan dalam memperkuat kepatuhan perusahaan terhadap ketentuan dan peraturan perundang-undangan yang berlaku.

Pedoman Sistem Pengendalian Internal Pupuk Kaltim didasarkan pada standar internasional, khususnya mengacu pada *Internal Control Committee of Sponsoring Organizations of the Treadway Commission (COSO-IC)* tahun 2013. Pedoman ini menjadi landasan penting dalam memastikan keberhasilan dan keberlanjutan operasional Perusahaan, serta memenuhi standar kepatuhan yang diperlukan.

Sistem Pengendalian Internal mempunyai 3 (tiga) kategori tujuan, yaitu:

1. Tujuan Kepatuhan, yaitu menjamin semua kegiatan usaha perusahaan telah dilakukan sesuai dengan ketentuan dan peraturan perundang-undangan yang berlaku.
2. Tujuan Informasi, yaitu menyediakan laporan yang benar, lengkap, tepat waktu, dan relevan yang diperlukan dalam rangka pengambilan keputusan yang tepat dan dapat dipertanggungjawabkan.
3. Tujuan operasional, yaitu meningkatkan efektivitas dan efisiensi dalam menggunakan aset dan sumber daya lainnya dalam rangka melindungi Perusahaan dari risiko kerugian.

## TINJAUAN ATAS PELAKSANAAN SISTEM PENGENDALIAN INTERNAL

### Terkait Keuangan

Satuan Pengawasan Intern Pupuk Kaltim telah melaksanakan reviu atas pelaksanaan sistem pengendalian internal terkait keuangan dengan mengacu pada kerangka yang diakui secara internasional, yaitu *COSO-IC Framework*. Selama 2024 telah dilakukan audit terhadap perhitungan HPP Pupuk Bersubsidi dan audit operasional & keuangan pada PT Kaltim Industrial Estate (PT KIE). Pengendalian internal atas keuangan yang efektif merupakan poin penting dalam pengelolaan Perusahaan yang sehat.

## REGULATORY REFERENCES AND EXPLANATION OF THE INTERNAL CONTROL SYSTEM

An effective Internal Control System plays a crucial role as the foundation of company management, providing a healthy and safe operational foundation. More than just a routine, an effective Internal Control System also plays a role in strengthening the company's compliance with applicable laws and regulations.

The Pupuk Kaltim Internal Control System Guidelines are based on international standards, specifically referring to the *Internal Control Committee of Sponsoring Organizations of the Treadway Commission (COSO-IC)* in 2013. These guidelines are an important foundation in ensuring the success and sustainability of the Company's operations, as well as meeting the required compliance standards.

The Internal Control System has 3 (three) categories of objectives, namely:

1. Compliance Objectives, namely to ensure that all company business activities have been carried out in accordance with applicable laws and regulations.
2. Information Objectives, namely to provide correct, complete, timely, and relevant reports needed in order to make appropriate and accountable decisions.
3. Operational objectives, namely to increase the effectiveness and efficiency in using assets and other resources in order to protect the Company from the risk of loss.

## REVIEW OF THE IMPLEMENTATION OF THE INTERNAL CONTROL SYSTEM

### Related to Finance

The Pupuk Kaltim Internal Audit Unit has conducted a review of the implementation of the internal control system related to finance by referring to an internationally recognized framework, namely the *COSO-IC Framework*. During 2024, an audit was carried out on the calculation of Subsidized Fertilizer HPP and an operational & financial audit at PT Kaltim Industrial Estate (PT KIE). Effective internal control over finance is an important point in the management of a healthy Company.

### Terkait Operasional

Sesuai dengan PKPT 2024, Satuan Pengawasan Intern telah melakukan audit operasional di seluruh unit bisnis dan Anak Perusahaan, evaluasi atas pelaksanaan manajemen risiko dan audit khusus sebagaimana telah dijelaskan dalam Laporan Tahunan ini bagian Satuan Pengawasan Intern sub Pelaksanaan Kegiatan Internal Audit Tahun 2024.

### Terkait Kepatuhan terhadap Perundang-undangan

Dalam pelaksanaan proses bisnis, Pupuk Kaltim mengedepankan kepatuhan terhadap peraturan yang berlaku. Perusahaan memastikan ketaatan terhadap undang-undang dan regulasi melalui pelaporan rutin mengenai kegiatan operasional kepada instansi terkait. Praktik ini merupakan wujud komitmen Perusahaan untuk menyampaikan informasi secara transparan, memastikan penerapan prinsip GCG berjalan efektif, dan menjalankan setiap kewajiban sesuai ketentuan hukum.

Setiap peraturan kepada pihak ketiga dan laporan yang disampaikan kepada pihak ketiga dimonitor secara berkala melalui Sistem Informasi Online Kepatuhan Internal (SIOKI). SIOKI merupakan sistem yang dibuat sebagai *database* Perusahaan untuk memonitor peraturan-peraturan apa saja yang wajib dipatuhi dan juga sebagai media untuk memastikan apakah pelaporan tersebut telah ditindaklanjuti oleh masing-masing unit kerja sesuai dengan kewenangannya. Penyampaian kewajiban pelaporan diatur dalam Prosedur P-SEKPER-20 terkait kepatuhan terhadap peraturan perundangan dan persyaratan lainnya.

### EVALUASI EFEKTIVITAS PENGENDALIAN INTERNAL

Pupuk Kaltim secara kontinyu mengevaluasi efektivitas penerapan Satuan Audit Internal setiap 3 (tiga) tahun sekali, khususnya seiring dengan perubahan kondisi internal dan eksternal serta proses ekspansi usaha dan peningkatan kapasitas perusahaan. Evaluasi ini dilakukan oleh Satuan Audit Internal, berfokus pada lima komponen pengendalian yang saling terkait, yaitu lingkungan pengendalian, penilaian risiko, aktivitas pengendalian, sistem informasi dan komunikasi, serta pemantauan. Pendekatan ini memastikan ketersesuaian dan ketangguhan penerapan kontrol internal dengan dinamika perusahaan yang terus berkembang.

Pada tahun 2024, Pupuk Kaltim telah melakukan evaluasi sistem pengendalian internal Perusahaan. Evaluasi ini dilaksanakan oleh SPI Pupuk Kaltim mulai Juli sampai dengan November 2024. Evaluasi terhadap penerapan Sistem Pengendalian Internal Perusahaan dilakukan dengan tujuan menilai efektivitas pelaksanaan Sistem Pengendalian Internal Perusahaan (SPIP). Evaluasi ini membantu menyajikan keyakinan kepada Direksi

### Related to Operations

In accordance with the 2024 PKPT, the Internal Audit Unit has conducted operational audits in all business units and Subsidiaries, evaluations of the implementation of risk management and special audits as explained in this Annual Report section of the Internal Audit Unit sub-Implementation of Internal Audit Activities in 2024.

### Related to Compliance with Legislation

In implementing business processes, Pupuk Kaltim prioritizes compliance with applicable regulations. The Company ensures compliance with laws and regulations through routine reporting on operational activities to relevant agencies. This practice is a manifestation of the Company's commitment to convey information transparently, ensure that the implementation of GCG principles is effective, and carry out every obligation in accordance with legal provisions.

Every regulation to third parties and reports submitted to third parties are monitored periodically through the Internal Compliance Online Information System (SIOKI). SIOKI is a system created as a Company database to monitor what regulations must be complied with and also as a medium to ensure whether the reporting has been followed up by each work unit in accordance with its authority. Submission of reporting obligations is regulated in the P-SEKPER-20 Procedure regarding compliance with laws and regulations and other requirements.

### EVALUATION OF INTERNAL CONTROL EFFECTIVENESS

Pupuk Kaltim continuously evaluates the effectiveness of the implementation of the Internal Audit Unit every 3 (three) years, especially in line with changes in internal and external conditions as well as the process of business expansion and increasing the company's capacity. This evaluation is carried out by the Internal Audit Unit, focusing on five interrelated control components, namely the control environment, risk assessment, control activities, information and communication systems, and monitoring. This approach ensures the suitability and resilience of the implementation of internal control with the dynamics of the company that continues to develop.

In 2024, Pupuk Kaltim has conducted an evaluation of the Company's internal control system. This evaluation was carried out by SPI Pupuk Kaltim from July to November 2024. The evaluation of the implementation of the Company's Internal Control System was carried out with the aim of assessing the effectiveness of the implementation of the Company's Internal Control System (SPIP). This evaluation helps to provide assurance to the Board of Directors





mengenai asersi efektivitas pengendalian internal serta memberikan keyakinan kepada pemangku kepentingan lain bahwa penerapan Sistem Pengendalian Internal Perusahaan telah memadai dalam mencapai tujuan Perusahaan.

Rincian hasil evaluasi terhadap penerapan Sistem Pengendalian Internal Perusahaan, secara garis besar mencakup pencapaian nilai komponen berikut:

regarding the assertion of the effectiveness of internal control and provides assurance to other stakeholders that the implementation of the Company's Internal Control System has been adequate in achieving the Company's objectives.

Details of the evaluation results of the implementation of the Company's Internal Control System, in general, include the achievement of the following component values:

### Hasil Evaluasi Penerapan Sistem Pengendalian Internal Perusahaan

Results of Evaluation of the Implementation of the Company's Internal Control System

| No. | Komponen Penerapan Pengendalian Internal<br>Components of Internal Control Implementation | Bobot<br>Weight | Nilai Capaian<br>Achievement<br>Value | Capaian (%)<br>Achievement (%) |
|-----|-------------------------------------------------------------------------------------------|-----------------|---------------------------------------|--------------------------------|
| 1   | Lingkungan Pengendalian<br>Control Environment                                            | 30,00           | 28,50                                 | 95                             |
| 2   | Penilaian Risiko<br>Risk Assessment                                                       | 20,00           | 19,20                                 | 96                             |
| 3   | Kegiatan Pengendalian<br>Control Activities                                               | 25,00           | 22,50                                 | 90                             |
| 4   | Informasi dan Komunikasi<br>Information and Communication                                 | 10,00           | 9,29                                  | 93                             |
| 5   | Pemantauan<br>Monitoring                                                                  | 15,00           | 14,10                                 | 94                             |
|     | <b>Jumlah<br/>Total</b>                                                                   | <b>100,00</b>   | <b>93,59</b>                          | <b>93,59</b>                   |

Hasil evaluasi menunjukkan bahwa penerapan Sistem Pengendalian Internal Perusahaan mencapai nilai 93,59 atau berada pada tingkat efektivitas "Managed". Kesimpulan dari capaian Sistem Pengendalian Internal tersebut, yaitu:

1. Telah didesain, dikelola dan diterapkan, serta didokumentasikan dengan baik.
2. Tidak terdapat kelemahan pengendalian yang signifikan.
3. Seluruh jenis pengendalian ada dan berfungsi, baik preventif, detektif maupun korektif.
4. Pengendalian berbasis IT telah terintegrasi.

The evaluation results show that the implementation of the Company's Internal Control System achieved a value of 93.59 or is at the "Managed" level of effectiveness. The conclusions from the achievements of the Internal Control System are:

1. It has been designed, managed and implemented and documented well.
2. There are no significant control weaknesses.
3. All types of controls exist and function, both preventive, detective and corrective.
4. IT-based controls have been integrated.

### DIAGNOSTIK INTERNAL CONTROL OVER FINANCIAL REPORTING

Pada tahun 2024, telah dilaksanakan Diagnostik *Internal Control Over Financial Reporting* oleh Konsultan Eksternal dan diperoleh 46 rekomendasi perbaikan atas 4 (empat) siklus, yaitu siklus *entity level control*, *production costing*, *financial reporting*, dan *procure to pay*. Pelaksanaan tersebut sebagai langkah awal Pupuk Kaltim dalam melaksanakan ketentuan Pasal 69 Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, yang menyebutkan bahwa sistem pengendalian intern dalam implementasi manajemen risiko mencakup pengendalian atas pelaporan keuangan dan kegiatan operasi yang akurat dan tepat waktu.

### INTERNAL CONTROL OVER FINANCIAL REPORTING DIAGNOSTIC

In 2024, the Internal Control Over Financial Reporting Diagnostic was carried out by an External Consultant and 46 recommendations for improvement were obtained for 4 (four) cycles, namely the entity level control cycle, production costing, financial reporting, and procure to pay. The implementation is Pupuk Kaltim's initial step in implementing the provisions of Article 69 of the Regulation of the Minister of SOEs No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, which states that the internal control system in implementing risk management includes control over accurate and timely financial reporting and operational activities.



### **PERNYATAAN DIREKSI DAN/ATAU DEWAN KOMISARIS ATAS KECUKUPAN SISTEM PENGENDALIAN INTERNAL**

Hingga tahun 2024, Sistem Pengendalian Internal Perusahaan mencakup berbagai aspek, termasuk pengendalian di bidang keuangan, operasional, dan kepatuhan terhadap peraturan perundang-undangan yang berlaku. Perusahaan secara berkala melakukan evaluasi terhadap efektivitas pengendalian internal, dan pada tahun 2024, hasil evaluasi menunjukkan kategori "Sangat Efektif" atau telah memenuhi sebagian besar standar sistem pengendalian internal.

Dari hasil review yang dilakukan oleh Direksi dan Dewan Komisaris, disimpulkan bahwa Sistem Pengendalian Internal yang diimplementasikan oleh Perusahaan telah dianggap memadai. Bahkan, evaluasi tersebut menunjukkan keselarasan praktik pengendalian internal Perusahaan dengan standar internasional, khususnya *Framework Internal Control Committee of Sponsoring Organizations of the Treadway Commission (COSO-IC)*. Keselarasan ini menegaskan komitmen Perusahaan dalam menerapkan praktik terbaik yang diakui secara global dalam pengelolaan pengendalian internalnya.

### **STATEMENT OF THE BOARD OF DIRECTORS AND/OR BOARD OF COMMISSIONERS ON THE ADEQUACY OF THE INTERNAL CONTROL SYSTEM**

Until 2024, the Company's Internal Control System covers various aspects, including control in the financial, operational, and compliance fields with applicable laws and regulations. The Company periodically evaluates the effectiveness of internal control, and in 2024, the evaluation results showed a category of "Very Effective" or had met most of the internal control system standards.

From the results of the review conducted by the Board of Directors and Board of Commissioners, it was concluded that the Internal Control System implemented by the Company was considered adequate. In fact, the evaluation showed the alignment of the Company's internal control practices with international standards, especially the Internal Control Committee of Sponsoring Organizations of the Treadway Commission (COSO-IC) Framework. This alignment confirms the Company's commitment to implementing globally recognized best practices in managing its internal controls.





# Manajemen Risiko

## Risk Management

Penerapan manajemen risiko adalah upaya dalam memastikan pencapaian tujuan dan pertumbuhan bisnis Perusahaan secara berkelanjutan. Dengan tekad untuk mengelola risiko secara proaktif, efektif, dan efisien, Pupuk Kaltim menjalankan komitmen tersebut dengan memperhatikan alokasi sumber daya dalam proses pengendalian potensi risiko.

### VISI DAN MISI PENERAPAN MANAJEMEN RISIKO

Visi: "Memberi dukungan terhadap pencapaian tujuan Perusahaan melalui pengelolaan risiko."

Misi:

1. Mengintegrasikan dan memfasilitasi seluruh upaya pengelolaan risiko Perusahaan yang sistematis, terukur dan berkelanjutan untuk mendukung proses pengambilan keputusan bisnis dalam rangka menerapkan praktik-praktik GCG.
2. Memprioritaskan pengendalian risiko Perusahaan pada *Risk Owner* dan *Risk Taking Unit* yang bersifat kontributor utama (*pareto*) dalam hal *value, investment, cost*, dan *contingency*.
3. Mengendalikan eksposur atau tingkat risiko agar dampak dan kemungkinan kejadian berada di bawah Batas Toleransi Risiko yang telah ditetapkan.
4. Membangun budaya sadar risiko melalui penyebaran informasi dan peningkatan kemampuan Insan Perusahaan dalam manajemen risiko.

### DASAR PENERAPAN MANAJEMEN RISIKO

Perusahaan telah melaksanakan pengelolaan risiko dengan pendekatan yang terstruktur dan terintegrasi di seluruh proses bisnis dan tingkatan Perusahaan. Pupuk Kaltim mengadopsi pedoman penerapan manajemen risiko yang telah ditetapkan oleh regulator dan pihak-pihak pemangku kepentingan. Pedoman ini mencakup:

1. Peraturan Menteri BUMN RI No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara. Dalam peraturan PER-2/MBU/03/2023 terdapat petunjuk teknis yang diturunkan dalam bentuk Keputusan Deputy Bidang Keuangan dan Manajemen Risiko Kementerian Badan Usaha Milik Negara yang Perusahaan penuhi sebagai bentuk kepatuhan dan menjalankan tata kelola manajemen risiko, yaitu:
  - SK-3/DKU.MBU/05/2023 Tentang Petunjuk Teknis Komposisi dan Kualifikasi Organ pengelola Risiko di Lingkungan BUMN;

The implementation of risk management is an effort to ensure the achievement of the Company's goals and sustainable business growth. With the determination to manage risks proactively, effectively, and efficiently, Pupuk Kaltim carries out this commitment by considering the allocation of resources in the process of controlling potential risks.

### VISION AND MISSION OF RISK MANAGEMENT IMPLEMENTATION

Vision: "Providing support for the achievement of Company goals through risk management."

Mission:

1. Integrating and facilitating all systematic, measurable and sustainable Company risk management efforts to support the business decision-making process in order to implement GCG practices.
2. Prioritizing the Company's risk control on Risk Owners and Risk Taking Units that are the main contributors (*pareto*) in terms of value, investment, cost and contingency.
3. Controlling exposure or risk levels so that the impact and likelihood of events are below the established Risk Tolerance Limit.
4. Building a risk-aware culture through the dissemination of information and improving the ability of Company personnel in risk management.

### BASIS FOR IMPLEMENTING RISK MANAGEMENT

The Company has implemented risk management with a structured and integrated approach throughout the Company's business processes and levels. Pupuk Kaltim adopts the risk management implementation guidelines that have been set by regulators and stakeholders. These guidelines include:

1. Regulation of the Minister of SOEs of the Republic of Indonesia No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises. In the regulation PER-2/MBU/03/2023 there are technical instructions issued in the form of a Decree of the Deputy for Finance and Risk Management of the Ministry of State-Owned Enterprises that the Company fulfills as a form of compliance and implementing risk management governance, namely:
  - SK-3/DKU.MBU/05/2023 Concerning Technical Instructions for the Composition and Qualifications of Risk Management Organs in the BUMN Environment;

- SK-5/DKU.MBU/11/2024 Tentang Petunjuk Teknis Pengendalian Internal atas Pelaporan Keuangan (*Internal Control Over Financial Reporting*) BUMN;
  - SK-6/DKU.MBU/10/2023 Tentang Petunjuk Teknis Manajemen Risiko dan Agregasi pada Taksonomi Risiko Portofolio BUMN;
  - SK-7/DKU.MBU/10/2023 Tentang Petunjuk Teknis Pelaporan Manajemen Risiko BUMN;
  - SK-8/DKU.MBU/12/2023 Tentang Petunjuk Teknis Penilaian Indeks Kematangan Risiko (*Risk Maturity Index*) di Lingkungan BUMN.
2. Surat Edaran PT Pupuk Indonesia (Persero) No. SE-04/I/2018 tanggal 23 Januari 2018 tentang Penyampaian Pedoman Penerapan Manajemen Risiko Terintegrasi No. Dokumen PI-TKK-PD-005 Rev.0.
  3. Dokumen No. K-SMR-01 tentang Kebijakan Sistem Manajemen Risiko tanggal 30 Agustus 2021.
  4. Dokumen No. P-PKT-25 tentang Pedoman Manajemen Risiko PT Pupuk Kalimantan Timur tanggal 31 Desember 2024.

#### **PEMENUHAN PERATURAN MENTERI BUMN NO. PER-2/MBU/03/2023**

Mengacu pada Peraturan No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN pada tanggal 3 Maret 2023 dan surat PT Pupuk Indonesia (Persero) No. 22609/A/MR/B42/ET/2023 tanggal 21 September 2023, Pupuk Kaltim dikategorikan sebagai BUMN/Anak Perusahaan BUMN Sistemik A (Individu) berdasarkan dimensi ukuran yang dilihat dari total aset dan kompleksitas.

Sebagai Perusahaan dengan klasifikasi Sistemik A (Individu), Pupuk Kaltim telah memenuhi Organ Pengelola Risiko dengan ketentuan sebagai berikut:

- SK-5/DKU.MBU/11/2024 Concerning Technical Instructions for Internal Control over Financial Reporting (*Internal Control Over Financial Reporting*) of BUMN;
- SK-6/DKU.MBU/10/2023 Concerning Technical Instructions for Risk Management and Aggregation in the BUMN Portfolio Risk Taxonomy;
- SK-7/DKU.MBU/10/2023 Concerning Technical Instructions for BUMN Risk Management Reporting;
- SK-8/DKU.MBU/12/2023 Concerning Technical Instructions for Index Assessment Risk Maturity Index in BUMN Environment.

2. Circular Letter of PT Pupuk Indonesia (Persero) No. SE-04/I/2018 dated January 23, 2018 concerning Submission of Guidelines for Implementation of Integrated Risk Management Document No. PI-TKK-PD-005 Rev.0.
3. Document No. K-SMR-01 concerning Risk Management System Policy dated August 30, 2021.
4. Document No. P-PKT-25 concerning Risk Management Guidelines of PT Pupuk Kalimantan Timur dated December 31, 2024.

#### **FULFILLMENT OF REGULATION OF THE MINISTER OF SOES NO. PER-2/MBU/03/2023**

Referring to Regulation No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of SOEs dated March 3, 2023 and letter of PT Pupuk Indonesia (Persero) No. 22609/A/MR/B42/ET/2023 dated September 21, 2023, Pupuk Kaltim is categorized as a SOE/ Subsidiary of a Systemic A (Individual) BUMN based on the size dimension seen from total assets and complexity.

As a Company with a Systemic A (Individual) classification, Pupuk Kaltim has fulfilled the Risk Management Organ with the following provisions:





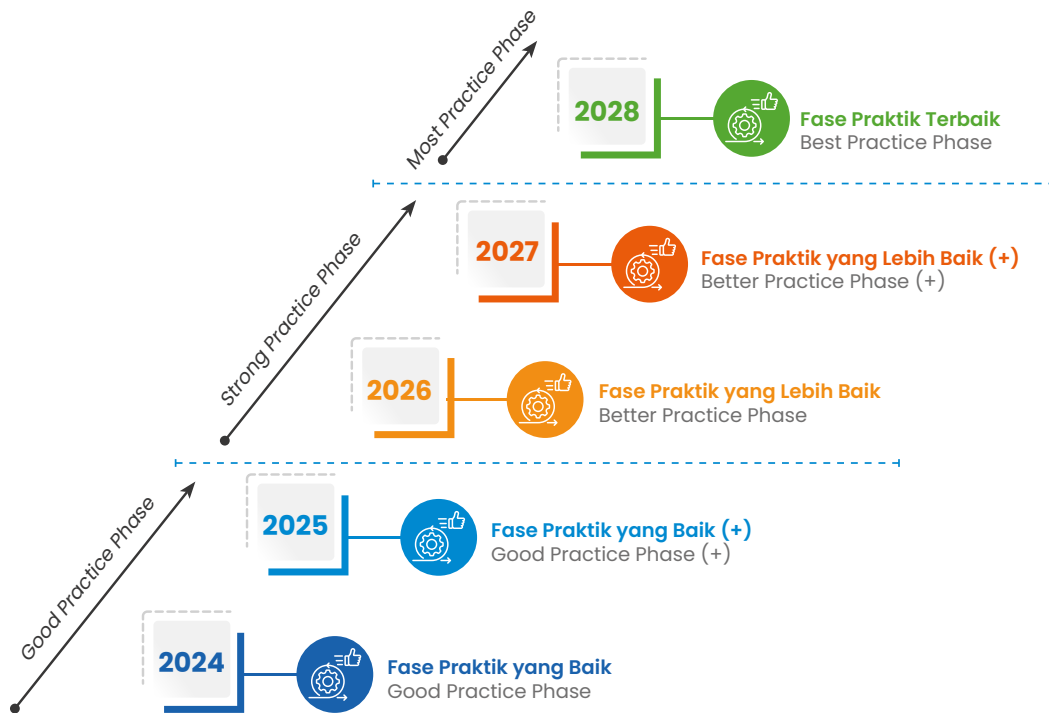
| Pemegang Saham dan RUPS<br>Stakeholders and GMS                           |                                        |                                                     |                                                                                   |                                                                                   |                                                     |                                                                            |                                                                                   |                                                                                   |
|---------------------------------------------------------------------------|----------------------------------------|-----------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------|----------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
| Organ Pengelola Risiko<br>Risk Management Organ                           | BUMN Konglomerasi<br>Conglomerate SOEs |                                                     |                                                                                   |                                                                                   | BUMN Individu<br>Individual SOEs                    |                                                                            |                                                                                   |                                                                                   |
|                                                                           | Sistemik A<br>Systemic A               | Sistemik B<br>Systemic B                            | Signifikan<br>Significant                                                         | Netral<br>Neutral                                                                 | Sistemik A<br>Systemic A                            | Sistemik B<br>Systemic B                                                   | Signifikan<br>Significant                                                         | Netral<br>Neutral                                                                 |
| Dewan Komisaris/<br>Board of Commissioners/<br>Governing Board            | ✓                                      | ✓                                                   | ✓                                                                                 | ✓                                                                                 | ✓                                                   | ✓                                                                          | ✓                                                                                 | ✓                                                                                 |
| Direksi<br>Board of Directors                                             | ✓                                      | ✓                                                   | ✓                                                                                 | ✓                                                                                 | ✓                                                   | ✓                                                                          | ✓                                                                                 | ✓                                                                                 |
| Komite Audit (KA)<br>Audit Committee                                      | ✓                                      | ✓                                                   | ✓                                                                                 | ✓                                                                                 | ✓                                                   | ✓                                                                          | ✓                                                                                 | ✓                                                                                 |
| Komite Pemantau Risiko (KPR)<br>Risk Monitoring Committee                 | ✓                                      | ✓                                                   | ✓                                                                                 | Fungsi dirangkap KA<br>Concurrent functions of KA                                 | ✓                                                   | ✓                                                                          | ✓                                                                                 | Fungsi dirangkap KA<br>Concurrent functions of KA                                 |
| Komite Tata Kelola Terintegrasi (KTKT)<br>Integrated Governance Committee | ✓                                      | Fungsi dirangkap KPR<br>Concurrent functions of KPR | Fungsi dirangkap KPR<br>Concurrent functions of KPR                               | Fungsi dirangkap KA<br>Concurrent functions of KA                                 | Fungsi dirangkap KPR<br>Concurrent functions of KPR | BUMN Individu tidak memerlukan KTKT<br>Individual SOEs do not require KTKT |                                                                                   |                                                                                   |
| Direktur Risiko<br>Director of Risk                                       | ✓                                      | ✓                                                   | Fungsi dirangkap Direktur Keuangan<br>Concurrent functions of Director of Finance | Fungsi dirangkap Direktur Keuangan<br>Concurrent functions of Director of Finance | ✓                                                   | ✓                                                                          | Fungsi dirangkap Direktur Keuangan<br>Concurrent functions of Director of Finance | Fungsi dirangkap Direktur Keuangan<br>Concurrent functions of Director of Finance |
| Direktur Keuangan<br>Director of Finance                                  | ✓                                      | ✓                                                   | ✓                                                                                 | ✓                                                                                 | ✓                                                   | ✓                                                                          | ✓                                                                                 | ✓                                                                                 |
| SPI AI                                                                    | ✓                                      | ✓                                                   | ✓                                                                                 | ✓                                                                                 | ✓                                                   | ✓                                                                          | ✓                                                                                 | ✓                                                                                 |

## ROADMAP MANAJEMEN RISIKO

Pupuk Kaltim telah menetapkan *Roadmap* Penerapan Manajemen Risiko sejalan dengan skala spektrum Penilaian *Risk Maturity Index* (RMI), yaitu rentang penilaian dari 1 (satu) sampai dengan 5 (lima). Adapun *Roadmap* Manajemen Risiko PT Pupuk Kalimantan Timur Periode 2024-2028, sebagai berikut:

## RISK MANAGEMENT ROADMAP

Pupuk Kaltim has established a Risk Management Implementation Roadmap in line with the Risk Maturity Index (RMI) Assessment spectrum scale, namely the assessment range from 1 (one) to 5 (five). The Risk Management Roadmap of PT Pupuk Kalimantan Timur for the 2024-2028 Period is as follows:



## KEBIJAKAN MANAJEMEN RISIKO

Pupuk Kaltim telah memiliki komitmen dalam menerapkan manajemen risiko berbasis SNI ISO 31000:2018 yang direalisasikan dalam Kebijakan Manajemen Risiko dengan No. K-SMR-01 yang telah dimutakhirkan dan disahkan oleh Direksi pada 30 Agustus 2021.

Kebijakan manajemen risiko yang diterapkan Perusahaan mengadopsi standar ISO 31000:2018 yang selaras dengan arahan PT Pupuk Indonesia (Persero). Kebijakan ini berlaku di semua anak perusahaan PT Pupuk Indonesia (Persero). Kebijakan dikomunikasikan secara terus menerus kepada seluruh pemangku kepentingan agar dipahami serta dievaluasi efektivitasnya secara berkala.

Dalam rangka mendukung implementasi manajemen risiko, Pupuk Kaltim menetapkan Pedoman Manajemen Risiko dengan nomor P-PKT-25, yang telah diperbarui pada 31 Desember 2024. Pedoman ini menjadi acuan bagi seluruh Insan Pupuk Kaltim dalam menjalankan praktik manajemen risiko di Perusahaan.

Hingga 2024, Fungsi Manajemen Risiko telah memiliki *soft structure* terkait manajemen risiko yang mencakup:

1. Kebijakan Sistem Manajemen Risiko;
2. Kebijakan Sistem Manajemen Kelangsungan Usaha (SMKU);
3. Pedoman Manajemen Risiko;
4. Pedoman SMKU;
5. Prosedur Penerapan Manajemen Risiko;
6. Prosedur Penyusunan Kajian Risiko;
7. Prosedur *Business Continuity Plan* (BCP);

## RISK MANAGEMENT POLICY

Pupuk Kaltim has a commitment to implementing risk management based on SNI ISO 31000:2018 which is realized in the Risk Management Policy with No. K-SMR-01 which has been updated and approved by the Board of Directors on August 30, 2021.

The risk management policy implemented by the Company adopts the ISO 31000:2018 standard which is in line with the direction of PT Pupuk Indonesia (Persero). This policy applies to all subsidiaries of PT Pupuk Indonesia (Persero). The policy is continuously communicated to all stakeholders so that they are understood and their effectiveness is evaluated periodically.

In order to support the implementation of risk management, Pupuk Kaltim has established a Risk Management Guideline with the number P-PKT-25, which has been updated on December 31, 2024. This guideline is a reference for all Pupuk Kaltim personnel in implementing risk management practices in the Company.

By 2024, the Risk Management Function has a *soft structure* related to risk management which includes:

1. Risk Management System Policy;
2. Business Continuity Management System (BCMS) Policy;
3. Risk Management Guidelines;
4. BCMS Guidelines ;
5. Risk Management Implementation Procedure;
6. Risk Assessment Preparation Procedure;
7. Business Continuity Plan (BCP) Procedure;







8. SK Direksi Tentang Penyampaian Laporan Manajemen Risiko bagi Seluruh Karyawan PT Pupuk Kalimantan Timur;
9. SK Direksi Tentang Pengelolaan dan *Key Person Manajemen Risiko (MR), Hazard Identification, Risk Assessment and Risk Control (HIRARC)* dan Aspek Dampak Lingkungan (ASDAM);
10. SK Direksi tentang *Roadmap* Manajemen Risiko;
11. Petunjuk Pelaksanaan Manajemen Risiko;
12. Petunjuk Pelaksanaan Sistem Informasi Manajemen Risiko Individu (iRisk);
13. Petunjuk Teknis Sistem Informasi Manajemen Risiko (SIMERI);
14. Instruksi Kerja Penyusunan Laporan Profil Manajemen Risiko Perusahaan;
15. Instruksi Kerja Pelaporan Manajemen Risiko Unit Kerja;
16. Instruksi Kerja Pelaporan Profil Manajemen Risiko Proyek;
17. Instruksi Kerja Kejadian Luar Biasa;
18. Instruksi Kerja Klinik Manajemen Risiko;
19. Instruksi Kerja Klinik Penyusunan Kajian Risiko Aksi Korporasi;
20. Instruksi Kerja Laporan Manajemen Risiko Individu melalui iRisk;
21. Instruksi Kerja Anggaran Berbasis Risiko, *Risk That Matter's*, Batas Toleransi Risiko, *Key Risk Indicator* berlaku.

### STRUKTUR PENGELOLAAN RISIKO

Pengelolaan risiko Perusahaan dilaksanakan oleh Departemen Manajemen Risiko Korporasi yang dibantu oleh *Key Person* dari seluruh unit kerja. Sedangkan, pengawasan pengelolaan manajemen risiko Perusahaan dilakukan oleh Satuan Pengawasan Internal dan Komite Pemantau Risiko (KPR).

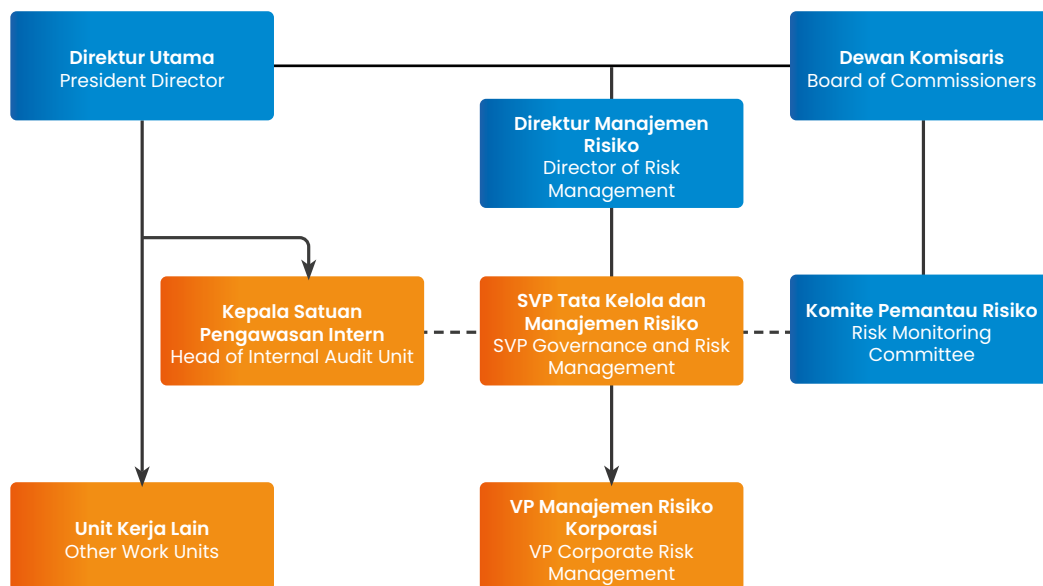
8. Board of Directors Decree on Submission of Risk Management Reports for All Employees of PT Pupuk Kalimantan Timur;
9. Board of Directors Decree on Management and Key Person of Risk Management (MR), Hazard Identification, Risk Assessment and Risk Control (HIRARC) and Environmental Impact Aspects (ASDAM);
10. Board of Directors Decree on Risk Management Roadmap;
11. Risk Management Implementation Guidelines;
12. Individual Risk Management Information System Implementation Guidelines (iRisk);
13. Technical Guidelines for Risk Management Information System (SIMERI);
14. Work Instructions for Compiling Company Risk Management Profile Reports;
15. Work Instructions for Reporting Risk Management of Work Units;
16. Work Instructions for Reporting Project Risk Management Profiles;
17. Work Instructions for Extraordinary Events;
18. Work Instructions for Risk Management Clinics;
19. Work Instructions for Corporate Action Risk Assessment Preparation Clinics;
20. Work Instructions for Individual Risk Management Reports via iRisk;
21. Work Instructions for Risk-Based Budgets, Risk That Matter's, Risk Tolerance Limits, applicable Key Risk Indicators.

### RISK MANAGEMENT STRUCTURE

The Company's risk management is carried out by the Corporate Risk Management Department assisted by Key Persons from all work units. Meanwhile, supervision of the Company's risk management is carried out by the Internal Audit Unit and the Risk Monitoring Committee (KPR).



## Struktur Pengelolaan Risiko Risk Management Structure



### ORGANISASI UNIT TATA KELOLA PERUSAHAAN DAN MANAJEMEN RISIKO

Pengelolaan Risiko di lingkungan Perusahaan dilaksanakan oleh Fungsi Manajemen Risiko Korporasi yang secara struktur organisasi berada di bawah SVP Tata Kelola & Manajemen Risiko cq. Departemen Manajemen Risiko Korporasi yang secara langsung berada di bawah Direktur Manajemen Risiko. Ketentuan tersebut mengacu pada Surat Keputusan Direksi No. 55/DIR/X.24 yang berlaku sejak tanggal 1 November 2024 tentang Surat Keputusan Direksi mengenai Struktur Organisasi Pupuk Kaltim.

### ORGANIZATION OF CORPORATE GOVERNANCE AND RISK MANAGEMENT UNIT

Risk Management in the Company is carried out by the Corporate Risk Management Department which is structurally under the SVP of Governance & Risk Management who is directly under the Director of Risk Management. These provisions refer to the Decree of the Board of Directors No. 55/DIR/X.24 which has been in effect since November 1, 2024 concerning the Decree of the Board of Directors concerning the Organizational Structure of Pupuk Kaltim.

## Struktur Organisasi Organizational Structure





## PROFIL PEJABAT TATA KELOLA PERUSAHAAN DAN MANAJEMEN RISIKO

Saat ini, Kompartemen Tata Kelola & Manajemen Risiko dikepalai oleh Senior Vice President (SVP) yang dijabat oleh Sutrisna berdasarkan Surat Ketetapan Kepegawaian No. 251/SKK/X.24 tanggal 16 Oktober 2024. Berikut adalah profil SVP Tata Kelola & Manajemen Risiko yang menjabat per 1 November 2024.



### Sutrisna

**Senior Vice President Tata Kelola Perusahaan dan Manajemen Risiko**  
Senior Vice President Corporate Governance and Risk Management

**Periode Jabatan: 29 Januari 2024–28 Januari 2026, Periode Pertama**  
Term of Office: January 29, 2024–January 28, 2026, First Period

**Kewarganegaraan | Citizenship**  
Indonesia

**Usia | Age**  
**52 tahun**  
52 years old

**Kelahiran | Born**  
**Jakarta, 17 Januari 1972**  
Jakarta, January 17, 1972

**Domisili | Domicile**  
**Bontang, Kalimantan Timur, Indonesia**  
Bontang, East Kalimantan, Indonesia

#### Periode Penunjukan

Menjabat berdasarkan Surat Ketetapan Kepegawaian No. 251/SKK/X.24 sejak tanggal 1 November 2024.

#### Riwayat Pendidikan

- Magister (S2) Hukum Bisnis dan Kenegaraan, Universitas Gadjah Mada (2007)
- Sarjana (S1) Hukum Ekonomi, Universitas Padjadjaran (1996)

#### Sertifikasi Profesi yang Dimiliki

- Enterprise Risk Management Certified Professional (ERMCP), ERMA, 2024.
- Qualified Risk Management Professional (QRMP), LSP MKS Indonesia, 2024.
- Qualified Risk Governance Professiona (QRGP), LSP MKS Indonesia, 2024.

#### Pelatihan

- Enterprise Risk Management Certified Professional (ERMCP), ERMA, 2024.
- Qualified Risk Management Professional (QRMP), LSP MKS Indonesia, 2024.
- Qualified Risk Governance Professiona (QRGP), LSP MKS Indonesia, 2024.
- Webinar Mastering the Future: Artificial Intelligence (AI) Strategies and Implementation for Business dari Startup Campus, 2024

#### Pengalaman Kerja

- SVP Tata Kelola dan Manajemen Risiko (2024–sekarang)
- Staf Utama I Direktur Keuangan dan Umum (2024)
- Direktur Utama Dana Pensiun (2019–2024)
- Manajer Hukum (2016–2019)
- Manajer Kontrak Bisnis (2013–2016)
- Kepala Bagian Kontrak Bisnis (2009–2013)
- Staf Hukum (2000–2009)

#### Rangkap Jabatan

Tidak memiliki rangkap jabatan.

## PROFILE OF CORPORATE GOVERNANCE AND RISK MANAGEMENT OFFICER

The Corporate Governance & Risk Management Division is currently led by the Senior Vice President (SVP), Sutrisna, as appointed through Employment Decree No. 251/SKK/X.24 dated October 16, 2024. Below is the profile of the SVP of Corporate Governance & Risk Management, effective as of November 1, 2024.

#### Period and History of Appointment

Appointed based on Personnel Decree No. 251/SKK/X.24 since November 1, 2024.

#### Educational Background

- Master of Business and State Law, Gadjah Mada University (2007)
- Bachelor of Economic Law, Padjadjaran University (1996)

#### Professional Certification

- Enterprise Risk Management Certified Professional (ERMCP), ERMA, 2024.
- Qualified Risk Management Professional (QRMP), LSP MKS Indonesia, 2024.
- Qualified Risk Governance Professiona (QRGP), LSP MKS Indonesia, 2024.

#### Training

- Enterprise Risk Management Certified Professional (ERMCP), ERMA, 2024.
- Qualified Risk Management Professional (QRMP), LSP MKS Indonesia, 2024.
- Qualified Risk Governance Professiona (QRGP), LSP MKS Indonesia, 2024.
- Webinar Mastering the Future: Artificial Intelligence (AI) Strategies and Implementation for Business from Startup Campus, 2024

#### Work Experience

- SVP Governance and Risk Management (2024–present)
- Main Staff I Director of Finance and General Affairs (2024)
- President Director of Pension Fund (2019–2024)
- Legal Manager (2016–2019)
- Business Contract Manager (2013–2016)
- Head of Business Contract Section (2009–2013)
- Legal Staff (2000–2009)

#### Concurrent Position

Do not have concurrent positions.

## JUMLAH PERSONEL, KUALIFIKASI DAN SERTIFIKASI UNIT PENGELOLA RISIKO

## NUMBER OF PERSONNEL, QUALIFICATION AND CERTIFICATION OF RISK MANAGEMENT UNIT

### Kualifikasi Anggota Unit Pengelola Risiko

Qualifications of Risk Management Unit Members

| No. | Nama Name           | Jabatan Position                                                       | Latar Belakang Pendidikan Educational Background                                                                                                                                                  | Sertifikasi Certification                                                           |
|-----|---------------------|------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| 1   | Sutrisna            | SVP Tata Kelola & Manajemen Risiko<br>SVP Governance & Risk Management | <ul style="list-style-type: none"> <li>Magister Hukum Bisnis dan Kenegaraan</li> <li>Sarjana Hukum Ekonomi</li> <li>Master of Business and State Law</li> <li>Bachelor of Economic Law</li> </ul> | <ul style="list-style-type: none"> <li>ERMCP</li> <li>QRMP</li> <li>QRGP</li> </ul> |
| 2   | Lisa Handayani      | VP Manajemen Risiko Korporasi<br>VP Corporate Risk Management          | Sarjana Teknik Informatika<br>Bachelor of Informatics Engineering                                                                                                                                 | Enterprise Risk Management Associate Professional (ERMAP)                           |
| 3   | Nurjannah O. D.     | Staf Manajemen Risiko Korporasi<br>Corporate Risk Management Staff     | Sarjana Teknik Industri<br>Bachelor of Industrial Engineering                                                                                                                                     | ERMAP                                                                               |
| 4   | Okky Vandhaka H. P. | Staf Manajemen Risiko Korporasi<br>Corporate Risk Management Staff     | Sarjana Teknik Informatika<br>Bachelor of Informatics Engineering                                                                                                                                 | ERMAP                                                                               |
| 5   | Putri Revinala      | Staf Manajemen Risiko Korporasi<br>Corporate Risk Management Staff     | Sarjana Manajemen<br>Bachelor of Management                                                                                                                                                       | ERMAP                                                                               |
| 6   | Sasmita Nugraha     | Staf Manajemen Risiko Korporasi<br>Corporate Risk Management Staff     | Sarjana Teknik Industri<br>Bachelor of Industrial Engineering                                                                                                                                     | Qualified Risk Management Analyst (QRMA)                                            |
| 7   | Alvi Dwiantoro P.   | Staf Manajemen Risiko Korporasi<br>Corporate Risk Management Staff     | Sarjana Manajemen<br>Bachelor of Management                                                                                                                                                       | Qualified Risk Management Officer (QRMO)                                            |
| 8   | Baiq Ria            | Staf Manajemen Risiko Korporasi<br>Corporate Risk Management Staff     | Sarjana Hukum<br>Bachelor of Law                                                                                                                                                                  | QRMO                                                                                |
| 9   | Farhan Jezando W.   | Staf Manajemen Risiko Korporasi<br>Corporate Risk Management Staff     | Sarjana Teknik Industri<br>Bachelor of Industrial Engineering                                                                                                                                     | QRMO                                                                                |
| 10  | Rano Reza Ricardo   | Staf Manajemen Risiko Korporasi<br>Corporate Risk Management Staff     | Sarjana Teknik Industri<br>Bachelor of Industrial Engineering                                                                                                                                     | <ul style="list-style-type: none"> <li>QRMA</li> <li>QRMO</li> </ul>                |

### Sertifikasi Manajemen Risiko Non Unit Pengelola Risiko

Sertifikasi Manajemen Risiko Non Unit Pengelola Risiko

| Jabatan Position                                          | Jumlah Karyawan Total Employees |
|-----------------------------------------------------------|---------------------------------|
| Qualified Risk Governance Professional (QRGP)             | 2                               |
| Certified Risk Professional (CRP)                         | 9                               |
| Enterprise Risk Management Certified Professional (ERMCP) | 1                               |
| Enterprise Risk Management Associate Professional (ERMAP) | 7                               |
| Qualified Risk Management Analyst (QRMA)                  | 16                              |
| Qualified Risk Management Professional (QRMP)             | 11                              |
| Qualified Risk Management Officer (QRMO)                  | 4                               |
| <b>Total</b>                                              | <b>50</b>                       |





## TUGAS DAN TANGGUNG JAWAB UNIT PENGELOLA RISIKO

Berdasarkan Pedoman Manajemen Risiko, tugas dan tanggung jawab Unit Pengelola Risiko adalah sebagai berikut:

1. Memantau pelaksanaan strategi Manajemen Risiko yang telah disetujui oleh Direksi;
2. Memantau profil Risiko, peta Risiko, realisasi perhitungan Risiko inheren dan Risiko residual dan realisasi pelaksanaan perlakuan Risiko dan biaya;
3. Melakukan internal *control testing* dan *stress testing*;
4. Mengkaji ulang secara berkala terhadap proses Manajemen Risiko;
5. Mengevaluasi terhadap akurasi model dan validitas data yang digunakan untuk mengukur Risiko;
6. Memberikan rekomendasi kepada Lini Pertama dan/atau Komite Pemantau Risiko sesuai kewenangan yang dimiliki;
7. Menyusun dan menyampaikan Laporan Penerapan Manajemen Risiko kepada Direktur yang membidangi Risiko dan Komite Pemantau Risiko secara berkala triwulan; dan
8. Menyusun taksonomi Risiko Perusahaan dan Anak Perusahaan yang terintegrasi sesuai dengan kebutuhan pengawalan target kinerja Perusahaan dan Anak Perusahaan.

## TUGAS DAN TANGGUNG JAWAB ENTITAS DI LUAR UNIT PENGELOLA RISIKO

Peran dan tanggung jawab masing-masing pihak dalam penerapan manajemen risiko, sebagai berikut:

1. Dewan Komisaris bertugas melakukan evaluasi dan persetujuan kebijakan serta strategi Manajemen Risiko dan pengawasan dan pemberian nasihat terhadap pelaksanaan fungsi Manajemen Risiko.
2. Komite Audit bertugas memantau dan mengkaji efektivitas pelaksanaan Audit Intern dan Audit Ekstern serta mengevaluasi laporan auditor internal berkala dan merekomendasikan tindakan perbaikan untuk mengatasi kelemahan pengendalian yang diidentifikasi dan dilaporkan oleh SPI.
3. Komite Pemantau Risiko bertugas melakukan pemantauan dan penelaahan terhadap laporan Manajemen Risiko dan laporan lainnya terkait penerapan Manajemen Risiko baik serta Memberikan rekomendasi kepada Dewan Komisaris/Dewan Pengawas atas hal yang mendukung efektivitas penerapan Manajemen Risiko.
4. Komite Tata Kelola Terintegrasi bertugas melakukan evaluasi pelaksanaan Tata Kelola Terintegrasi, paling sedikit melalui penilaian kecukupan pengendalian internal dan pelaksanaan fungsi kepatuhan secara terintegrasi.
5. Direksi bertugas menyusun dan mengusulkan kebijakan serta strategi Manajemen Risiko secara komprehensif, mengimplementasikannya, serta

## DUTIES AND RESPONSIBILITIES OF THE RISK MANAGEMENT UNIT

Based on the Risk Management Guidelines, the duties and responsibilities of the Risk Management Unit are as follows:

1. Monitoring the implementation of the Risk Management strategy approved by the Board of Directors.
2. Overseeing the Risk profile, Risk map, realization of inherent and residual Risk calculations, and the implementation of Risk treatments and associated costs.
3. Conducting internal control testing and stress testing.
4. Periodically reviewing the Risk Management process.
5. Evaluating the accuracy of models and the validity of data used to measure Risk.
6. Providing recommendations to the First Line and/or the Risk Monitoring Committee within its authority.
7. Preparing and submitting the Risk Management Implementation Report to the Director overseeing Risk Management and the Risk Monitoring Committee on a quarterly basis.
8. Developing a comprehensive Risk taxonomy for the Company and its Subsidiaries to align with performance targets.

## DUTIES AND RESPONSIBILITIES OF ENTITIES OUTSIDE THE RISK MANAGEMENT UNIT

The roles and responsibilities of various entities in implementing risk management are as follows:

1. The Board of Commissioners is responsible for evaluating and approving Risk Management policies and strategies, as well as overseeing and advising on Risk Management implementation.
2. The Audit Committee monitors and reviews the effectiveness of Internal and External Audits, evaluates periodic internal audit reports, and recommends corrective actions to address control weaknesses identified by the Internal Audit Unit (IAU).
3. The Risk Monitoring Committee monitors and reviews Risk Management reports and other relevant documents, providing recommendations to the Board of Commissioners/Supervisory Board to enhance the effectiveness of Risk Management implementation.
4. The Integrated Governance Committee evaluates the implementation of Integrated Governance, focusing on the adequacy of internal control and compliance functions.
5. The Board of Directors is responsible for formulating and proposing comprehensive Risk Management policies and strategies, implementing them, and fostering a



mengembangkan budaya Manajemen Risiko di seluruh jenjang organisasi.

6. Direktur yang membidangi pengelolaan risiko bertugas menetapkan strategi dan kebijakan pengelolaan Risiko yang sejalan dengan visi dan strategi Perusahaan. Selain itu, fungsi ini memastikan penerapan prinsip Tata Kelola Perusahaan yang baik, kepatuhan terhadap regulasi dan komitmen eksternal, serta mengembangkan organisasi kerja dengan kebijakan, prosedur, dan metode yang andal.
7. Direktur yang membidangi pengelolaan keuangan bertugas menetapkan strategi dan kebijakan keuangan bagi unit kerja dan Anak Perusahaan, menyusun kebijakan keuangan yang mengedepankan prinsip kehati-hatian serta bertanggung jawab atas penyusunan dan penyajian laporan keuangan Perusahaan.
8. Fungsi Kepatuhan bertugas menyusun, melaksanakan, serta memantau kebijakan Tata Kelola Terintegrasi PI Group yang selaras dengan kebijakan Anak Perusahaan dan menyusun Laporan Tata Kelola Terintegrasi untuk memastikan transparansi dan kepatuhan terhadap prinsip tata kelola yang baik.
9. SPI bertugas memastikan efektivitas pengawasan internal di Perusahaan melalui akses informasi yang relevan, komunikasi langsung dengan Direksi, Dewan Komisaris, dan Komite Audit, serta koordinasi dengan Auditor Eksternal. SPI juga bertanggung jawab dalam penyusunan rencana audit, pemantauan tindak lanjut temuan, serta menjaga standar profesional dan kode etik Audit Intern.
10. Pemilik Risiko (*Risk Owner*) bertugas melakukan identifikasi dan proses pengelolaan Risiko di unitnya, menyusun dan melaksanakan rencana perlakuan Risiko dengan memerhatikan Strategi Risiko yang ditetapkan Perusahaan dan melakukan pemantauan dan melaporkan hasil pengelolaan Risiko secara periodik melalui sistem informasi Manajemen Risiko.

### PROGRAM PENGEMBANGAN KOMPETENSI

Pupuk Kaltim meyakini bahwa pengelolaan risiko harus diperkuat oleh Sumber Daya Manusia (SDM) yang kompeten dan berintegritas untuk memastikan akuntabilitas hasil yang dicapai. Pada tahun 2024, personel di unit pengelola risiko telah mengikuti sejumlah program pelatihan guna meningkatkan kapabilitas dan kualitas personel dalam melaksanakan tugas manajemen risiko, antara lain:

Risk Management culture across all organizational levels.

6. The Director responsible for Risk Management establishes risk management strategies and policies aligned with the Company's vision and strategy. This function also ensures the implementation of Good Corporate Governance (GCG) principles, compliance with regulations and external commitments, and develops organizational policies, procedures, and methodologies.
7. The Director overseeing Financial Management sets financial strategies and policies for work units and Subsidiaries, formulates financial policies with a prudent approach, and is accountable for the preparation and presentation of the Company's financial statements.
8. The Compliance Function develops, implements, and monitors the Integrated Governance policies of the PI Group, aligning them with Subsidiary policies and preparing the Integrated Governance Report to ensure transparency and adherence to good governance principles.
9. The IAU ensures the effectiveness of internal oversight within the Company by accessing relevant information, maintaining direct communication with the Board of Directors, the Board of Commissioners, and the Audit Committee, and coordinating with External Auditors. The unit is also responsible for preparing audit plans, monitoring follow-ups on audit findings, and upholding professional standards and the Internal Audit Code of Ethics.
10. Risk Owners are responsible for identifying and managing Risks within their respective units, developing and implementing Risk treatment plans in accordance with the Company's Risk Strategy, and periodically monitoring and reporting Risk management outcomes through the Risk Management Information System.

### COMPETENCY DEVELOPMENT PROGRAM

Pupuk Kaltim believes that effective Risk Management must be supported by competent and high-integrity Human Resources (HR) to ensure accountability in achieving results. In 2024, personnel in the Risk Management Unit participated in various training programs to enhance their capabilities and expertise in executing Risk Management duties, including:





## Program Pengembangan Kompetensi Unit Pengelola Risiko

### Risk Management Unit Competency Development Program

| Nama dan Jabatan<br>Name and Position                                                      | Materi Kegiatan Pendidikan dan Pelatihan<br>Education and Training Activity Materials                                                                                                                                                    | Tanggal<br>Date                             | Penyelenggara<br>Organizer                   |
|--------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|----------------------------------------------|
| Sutrisna<br>SVP Tata Kelola & Manajemen Risiko<br>SVP Governance & Risk Management         | Pelatihan & Sertifikasi ERMCP<br>ERMCP Training & Certification                                                                                                                                                                          | 14–19 Oktober 2024<br>October 14–19, 2024   | ERMA                                         |
|                                                                                            | Pelatihan & Sertifikasi QRMP<br>QRMP Training & Certification                                                                                                                                                                            | 30 Oktober 2024<br>October 30, 2024         | LSP MKS                                      |
|                                                                                            | Pelatihan & Sertifikasi QRG<br>QRGP Training & Certification                                                                                                                                                                             | 13–14 November 2024<br>November 13–14, 2024 | LSP MKS                                      |
|                                                                                            | FGD Bab Manajemen Risiko RKAP 2025 PI Group<br>FGD Chapter on Risk Management RKAP 2025 PI Group                                                                                                                                         | 28–29 November 2024<br>November 28–29, 2024 | PT Pupuk Indonesia (Persero)                 |
| Lisa Handayani<br>VP Manajemen Risiko Korporasi<br>VP Corporate Risk Management            | FGD BCMS                                                                                                                                                                                                                                 | 22–25 April 2024<br>April 22–25, 2024       | RSM Indonesia                                |
|                                                                                            | Pelatihan <i>Risk Beyond International Conference on Enterprise Risk Management 2024</i><br>Risk Beyond International Conference on Enterprise Risk Management 2024 Training                                                             | 4–6 Desember 2024<br>December 4–6, 2024     | ERMA                                         |
|                                                                                            | FGD Bab Manajemen Risiko RKAP 2025 PI Group<br>FGD Risk Management Chapter RKAP 2025 PI Group                                                                                                                                            | 28–29 November 2024<br>November 28–29, 2024 | PT Pupuk Indonesia (Persero)                 |
| Nurjannah Octavia D.<br>Staf Manajemen Risiko Korporasi<br>Corporate Risk Management Staff | <i>Sharing Knowledge dan Workshop Penyusunan Rencana Darurat Finansial dan Penerapan Risk Based Budgeting (RBB)</i><br>Sharing Knowledge and Workshop on Preparing Financial Emergency Plans and Implementing Risk Based Budgeting (RBB) | 1 Agustus 2024<br>August 1, 2024            | PT Pupuk Indonesia (Persero)                 |
|                                                                                            | FGD BCMS                                                                                                                                                                                                                                 | 22–25 April 2024<br>April 22–25, 2024       | RSM Indonesia                                |
|                                                                                            | Konsinyering ESG Rating S & P Global<br>S&P Global Ratings ESG Consignment                                                                                                                                                               | 1 Oktober 2024<br>October 1, 2024           | RSM Indonesia                                |
|                                                                                            | FGD Bab Manajemen Risiko RKAP 2025 PI Group<br>FGD Risk Management Chapter RKAP 2025 PI Group                                                                                                                                            | 28–29 November 2024<br>November 28–29, 2024 | PT Pupuk Indonesia (Persero)                 |
| Sasmita Nugraha<br>Staf Manajemen Risiko Korporasi<br>Corporate Risk Management Staff      | Pelatihan Penilaian RMI                                                                                                                                                                                                                  | 8 Maret 2024<br>March 8, 2024               | PT Pendidikan Maritim dan Logistik Indonesia |
|                                                                                            | FGD BCMS                                                                                                                                                                                                                                 | 22–25 April 2024<br>April 22–25, 2024       | RSM Indonesia                                |
|                                                                                            | <i>Sharing Knowledge dan Workshop Penyusunan Rencana Darurat Finansial dan Penerapan RBB</i><br>Sharing Knowledge and Workshop on Preparing Financial Emergency Plans and Implementing RBB                                               | 1 Agustus 2024<br>August 1, 2024            | PT Pupuk Indonesia (Persero)                 |
|                                                                                            | FGD Bab Manajemen Risiko RKAP 2025 PI Group<br>FGD Risk Management Chapter RKAP 2025 PI Group                                                                                                                                            | 28–29 November 2024<br>November 28–29, 2024 | PT Pupuk Indonesia (Persero)                 |
| Okky Vandhaka H.P.<br>Staf Manajemen Risiko Korporasi<br>Corporate Risk Management Staff   | Pelatihan Penilaian RMI<br>RMI Assessment Training                                                                                                                                                                                       | 8 Maret 2024<br>March 8, 2024               | PT Pendidikan Maritim dan Logistik Indonesia |
|                                                                                            | <i>Sharing Knowledge dan Workshop Penyusunan Rencana Darurat Finansial dan Penerapan RBB</i><br>Sharing Knowledge and Workshop on Preparing Financial Emergency Plans and Implementing RBB                                               | 1 Agustus 2024<br>August 1, 2024            | PT Pupuk Indonesia (Persero)                 |
|                                                                                            | FGD BCMS                                                                                                                                                                                                                                 | 22–25 April 2024<br>April 22–25, 2024       | RSM Indonesia                                |
|                                                                                            | FGD Bab Manajemen Risiko RKAP 2025 PI Group<br>FGD Risk Management Chapter RKAP 2025 PI Group                                                                                                                                            | 28–29 November 2024<br>November 28–29, 2024 | PT Pupuk Indonesia (Persero)                 |
|                                                                                            | Pelatihan Penilaian RMI<br>RMI Assessment Training                                                                                                                                                                                       | 8 Maret 2024<br>March 8, 2024               | PT Pendidikan Maritim dan Logistik Indonesia |

| Nama dan Jabatan<br>Name and Position                                                                  | Materi Kegiatan Pendidikan dan Pelatihan<br>Education and Training Activity Materials           | Tanggal<br>Date                             | Penyelenggara<br>Organizer      |
|--------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|---------------------------------------------|---------------------------------|
| Rano Reza Ricardo<br>Staf Manajemen<br>Risiko Korporasi<br>Corporate Risk<br>Management Staff          | FGD BCMS                                                                                        | 22–25 April 2024<br>April 22–25, 2024       | RSM Indonesia                   |
|                                                                                                        | FGD Bab Manajemen Risiko RKAP 2025 PI Group<br>FGD Risk Management Chapter RKAP 2025 PI Group   | 28–29 November 2024<br>November 28–29, 2024 | PT Pupuk Indonesia<br>(Persero) |
| Baiq Ria Atmayani<br>Staf Manajemen<br>Risiko Korporasi<br>Corporate Risk<br>Management Staff          | FGD BCMS                                                                                        | 22–25 April 2024<br>April 22–25, 2024       | RSM Indonesia                   |
|                                                                                                        | FGD Bab Manajemen Risiko RKAP 2025 PI Group<br>FGD Risk Management Chapter RKAP 2025 PI Group   | 28–29 November 2024<br>November 28–29, 2024 | PT Pupuk Indonesia<br>(Persero) |
| Farhan Jezando W.<br>Staf Manajemen<br>Risiko Korporasi<br>Corporate Risk<br>Management Staff          | Pelatihan & Sertifikasi ERM Fundamentals QRMO<br>QRMO ERM Fundamentals Training & Certification | 6–9 Mei 2024<br>May 6–9, 2024               | CRMS Indonesia                  |
|                                                                                                        | FGD Bab Manajemen Risiko RKAP 2025 PI Group<br>FGD Risk Management Chapter RKAP 2025 PI Group   | 28–29 November 2024<br>November 28–29, 2024 | PT Pupuk Indonesia<br>(Persero) |
| Alvi Dwiantoro<br>Pujianti<br>Staf Manajemen<br>Risiko Korporasi<br>Corporate Risk<br>Management Staff | Pelatihan & Sertifikasi ERM Fundamentals QRMO<br>QRMO ERM Fundamentals Training & Certification | 6–9 Mei 2024<br>May 6–9, 2024               | CRMS Indonesia                  |
|                                                                                                        | FGD Bab Manajemen Risiko RKAP 2025 PI Group<br>FGD Risk Management Chapter RKAP 2025 PI Group   | 28–29 November 2024<br>November 28–29, 2024 | PT Pupuk Indonesia<br>(Persero) |

### ORGAN PENGELOLA RISIKO

Guna pemenuhan Petunjuk Teknis No. SK-3/DKU. MBU/05/2023 tentang Petunjuk Teknis Komponen dan Kualifikasi Organ, Pengelola Risiko di Lingkungan Badan Usaha Milik Negara serta KPI Direksi Kolegial tahun 2024 mengenai Rasio Pemenuhan Kualifikasi Organ Pengelola Risiko, pemetaan pemenuhan kualifikasi Organ Pengelola Risiko Pupuk Kaltim sebesar 100% telah terpenuhi dengan rincian sebagai berikut.

### RISK MANAGEMENT ORGAN

In order to fulfill Technical Instruction No. SK-3/DKU. MBU/05/2023 concerning Technical Instructions for Components and Qualifications of Organs, Risk Management in State-Owned Enterprises and the 2024 Collegial Board of Directors KPI concerning the Risk Management Organ Qualification Fulfillment Ratio, the mapping of the fulfillment of the qualifications of the Pupuk Kaltim Risk Management Organ by 100% has been fulfilled with the following details.

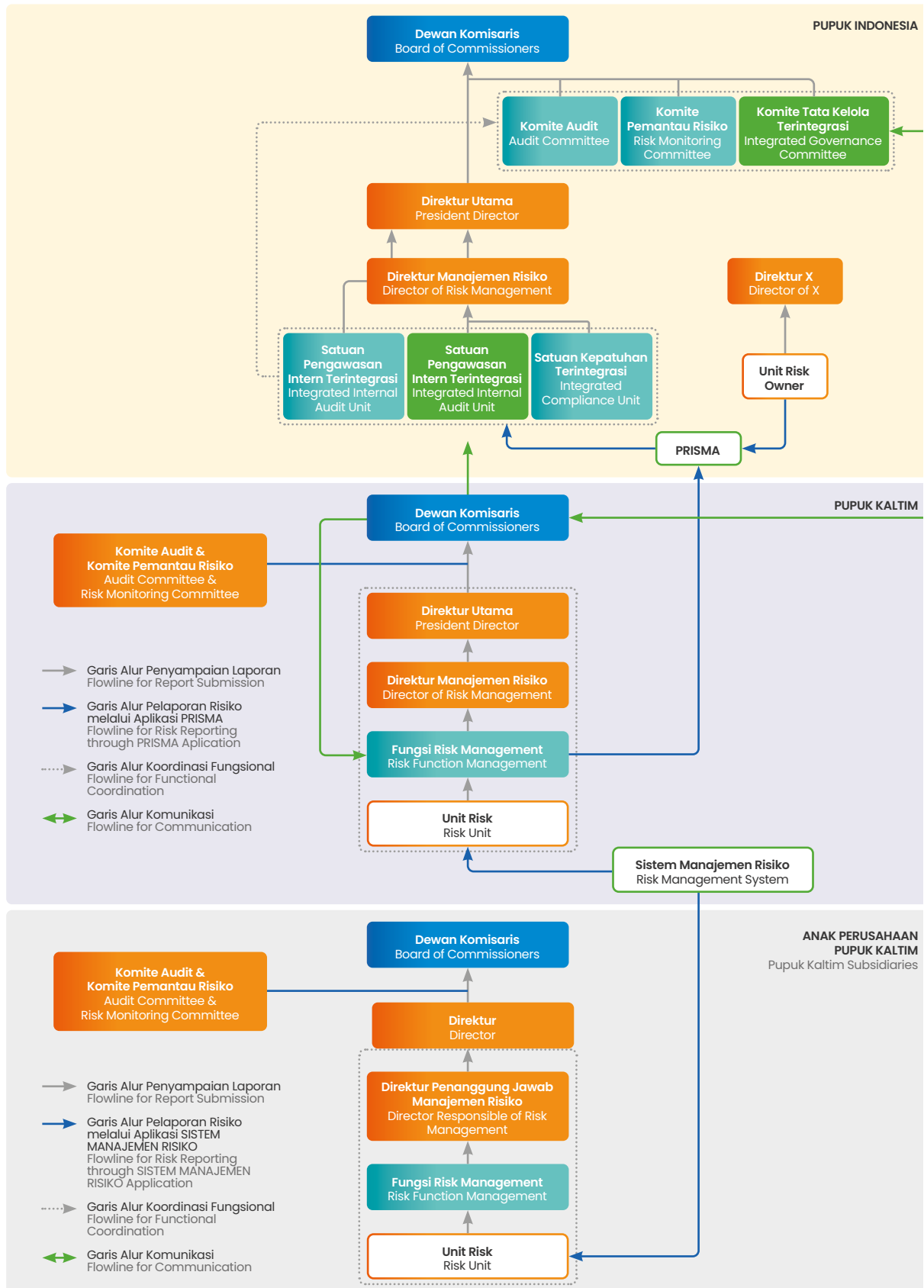




| Organ Pengelola Risiko<br>Risk Management Organ                                                                                                                                                                                                                                 | Persyaratan Kualifikasi<br>Qualification Requirements                                                                                                                                      |                                                                                                                                                                                                                                | Pemenuhan Kualifikasi<br>Qualification Fulfillment |                             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|-----------------------------|
|                                                                                                                                                                                                                                                                                 | Pelatihan<br>(jumlah jam)<br>Training<br>(number of hours)                                                                                                                                 | Sertifikat<br>(jumlah pelatihan)<br>Certificates<br>(number of trainings)                                                                                                                                                      | Pelatihan<br>Training                              | Sertifikat<br>Certification |
| Dewan Komisaris<br>Board of Commissioners                                                                                                                                                                                                                                       | Minimal 20 jam<br>Minimum 20 hours                                                                                                                                                         | Minimal 1 (satu)<br>Minimum 1 (one)                                                                                                                                                                                            | 100%                                               | 100%                        |
| Komite Audit<br>Audit Committee                                                                                                                                                                                                                                                 | Minimal 20 jam<br>Minimum 20 hours                                                                                                                                                         | Minimal 1 (satu)<br>Minimum 1 (one)                                                                                                                                                                                            | 100%                                               | 100%                        |
| Komite Pemantau Risiko (KPR)<br>Risk Monitoring Committee                                                                                                                                                                                                                       | Minimal 20 jam<br>Minimum 20 hours                                                                                                                                                         | Minimal 1 (satu)<br>Minimum 1 (one)                                                                                                                                                                                            | 100%                                               | 100%                        |
| Komite-Komite GCG-Manajemen Risiko, SDM,<br>Nominasi, Nominasi-Remunerasi dan Investasi (KGSRI)<br>GCG Committees-Risk Management, HR, Nomination,<br>Nomination-Remuneration and Investment (KGSRI)                                                                            | Minimal 20 jam<br>Minimum 20 hours                                                                                                                                                         | Minimal 1 (satu)<br>Minimum 1 (one)                                                                                                                                                                                            | 100%                                               | 100%                        |
| Direksi (termasuk Direksi yang membidangi<br>pengelolaan keuangan serta Direksi yang<br>membidangi pengelolaan risiko)<br>Board of Directors (including the Board of Directors<br>in charge of financial management and the Board of<br>Directors in charge of risk management) | Minimal 40 jam<br>Minimum 40 hours                                                                                                                                                         | Minimal 1 (satu)<br>Minimum 1 (one)                                                                                                                                                                                            | 100%                                               | 100%                        |
| Satuan Pengawasan Intern<br>Internal Audit Unit                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>• Kepala SPI minimal 40 jam</li> <li>• Anggota minimal 20 jam</li> <li>• Head of SPI minimum 40 hours</li> <li>• Member minimum 20 hours</li> </ul> | <ul style="list-style-type: none"> <li>• Minimal 1 (satu)</li> <li>• Lebih dari 1 (satu) tahun menjabat minimal 3 (tiga)</li> <li>• Minimum 1 (one)</li> <li>• More than 1 (one) year of service, minimum 3 (three)</li> </ul> | 100%                                               | 100%                        |
| Unit Manajemen Risiko<br>Risk Management Unit                                                                                                                                                                                                                                   | Minimal 60 jam<br>Minimum 60 hours                                                                                                                                                         | <ul style="list-style-type: none"> <li>• Minimal 1 (satu)</li> <li>• Lebih dari 1 (satu) tahun menjabat minimal 3 (tiga)</li> <li>• Minimum 1 (one)</li> <li>• More than 1 (one) year of service, minimum 3 (three)</li> </ul> | 100%                                               | 100%                        |
| Unit Pemilik Risiko<br>Risk Owner Unit                                                                                                                                                                                                                                          | Minimal 10 jam<br>Minimum 10 hours                                                                                                                                                         | -                                                                                                                                                                                                                              | 100%                                               | 100%                        |

## Model Penerapan Manajemen Tata Kelola Risiko Terintegrasi

Implementation Model of Integrated Risk Governance Management







Perusahaan selaku Entitas menerapkan Manajemen Tata Kelola Risiko Terintegrasi memastikan keselarasan dan harmonisasi Kebijakan Manajemen Risiko yang diterapkan di Induk dan Anak Perusahaan Pupuk Kaltim.

### PELAKSANAAN PENERAPAN MANAJEMEN RISIKO

Sepanjang tahun 2024, unit pengelola risiko telah melaksanakan aktivitas penerapan manajemen risiko, di antaranya:

1. Pelaksanaan *Risk Control and Self-Assessment* (RCSA) di setiap unit kerja dan proyek;
2. Pelaporan profil risiko, strategi risiko, dan penerapan manajemen risiko;
3. Penetapan dan pemantauan *Risks That Matter* 2024;
4. Penyusunan kajian risiko aksi korporasi dan non korporasi;
5. Pemutakhiran *soft structure* manajemen risiko;
6. Pengembangan infrastruktur dan sistem informasi pengelolaan manajemen risiko terintegrasi;
7. Rapat pembahasan manajemen risiko rutin bersama Direksi, Dewan Komisaris dan Pemegang Saham;
8. Pengembangan budaya sadar risiko kegiatan sosialisasi dan diseminasi secara berkala;
9. Pengelolaan Risiko anak perusahaan dan afiliasi Pupuk Kaltim;
10. *Surveillance Business Continuity Management System* (BCMS) PT Pupuk Kaltim;
11. Pengelolaan *systemic risk* pada entitas Pupuk Kaltim;
12. Pemenuhan Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN beserta petunjuk teknis dan turunannya;
13. Penyusunan Dokumen *Financial Contingency Plan* (FCP) Pupuk Kaltim.
14. Pelaksanaan Penilaian *Risk Maturity Index* (RMI) tahun buku 2023.
15. Penyusunan Komposit Risiko Pupuk Kaltim.

### SISTEM INFORMASI MANAJEMEN RISIKO

Pupuk Kaltim telah mengembangkan 4 (empat) sistem informasi untuk mendukung proses pengelolaan risiko, yaitu Sistem Informasi Manajemen Risiko (SIMERI), Sistem Informasi Manajemen Risiko Individu (iRisk), *Portal Governance Risk & Compliance* (GRC) dan *Integrated Risk Document Management System* (interiskting).

The Company as the Entity implementing Integrated Risk Governance Management ensures the alignment and harmonization of Risk Management Policies applied in the Parent Company and Pupuk Kaltim Subsidiaries.

### IMPLEMENTATION OF RISK MANAGEMENT IMPLEMENTATION

Throughout 2024, the risk management unit has implemented risk management implementation activities, including:

1. Implementation of Risk Control and Self-Assessment (RCSA) in each work unit and project;
2. Reporting risk profiles, risk strategy, and implementation of risk management;
3. Determination and monitoring of Risks That Matter 2024;
4. Preparation of risk assessment of corporate and non-corporate actions;
5. Updating the soft structure of risk management;
6. Development of integrated risk management infrastructure and information systems;
7. Routine risk management discussion meetings with the Board of Directors, Board of Commissioners and Shareholders;
8. Development of a risk-aware culture periodic and ongoing socialization and dissemination activities;
9. Risk Management of Pupuk Kaltim's subsidiaries and affiliates;
10. Surveillance Business Continuity Management System (BCMS) of PT Pupuk Kaltim;
11. Systemic risk management in the Pupuk Kaltim entity;
12. Compliance with the Regulation of the Minister of SOEs No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of SOEs along with technical instructions and derivatives;
13. Preparation of the Pupuk Kaltim Financial Contingency Plan (FCP) Document.
14. Implementation of the Risk Maturity Index (RMI) Assessment for the 2023 fiscal year.
15. Preparation of the Pupuk Kaltim Risk Composite.

### RISK MANAGEMENT INFORMATION SYSTEM

Pupuk Kaltim has developed 4 (four) information systems to support the risk management process, namely the Risk Management Information System (SIMERI), the Individual Risk Management Information System (iRisk), the Governance Risk & Compliance (GRC) Portal and the Integrated Risk Document Management System (interiskting).



### <https://simeri.pupukkaltim.com>

SIMERI merupakan media pelaporan identifikasi risiko unit kerja di Pupuk Kaltim yang dilaksanakan setiap triwulan oleh para *key person* unit kerja. Ruang lingkup utama SIMERI, yaitu *Risk and Control Self-Assessment* (RCSA), analisis kondisi dan upaya yang telah dilakukan, persetujuan dan pelaporan manajemen risiko. Laporan Manajemen Risiko yang dihasilkan melalui SIMERI akan digunakan dalam proses audit berbasis risiko dan bahan pengambilan keputusan bisnis.

### <https://irisk.pupukkaltim.com>

iRisk merupakan media pelaporan identifikasi risiko setiap individu di Pupuk Kaltim yang dilaksanakan secara *real time* oleh setiap karyawan Pupuk Kaltim. iRisk bertujuan untuk mendukung penerapan manajemen risiko yang terintegrasi di setiap tingkatan dan fungsi organisasi sehingga meningkatkan kesadaran seluruh karyawan atas risiko setiap sasaran pekerjaannya.

### <https://interiskting.com>

Interiskting merupakan media informasi mengenai, jadwal kegiatan manajemen risiko, data-data terkait progres kajian risiko, data ahli manajemen risiko Pupuk Kaltim beserta data sertifikatnya.

### <https://grc.pupukkaltim.com>

Portal GRC merupakan situs yang berisikan segala hal mengenai GCG dan manajemen risiko, e-book mengenai GCG, manajemen risiko dan kepatuhan, dan pemutakhiran kegiatan mengenai GCG, manajemen risiko dan kepatuhan.

## STRATEGI RISIKO

Penentuan ambang batas risiko yang meliputi kapasitas, selera, toleransi dan limit risiko Perusahaan ditetapkan dengan pendekatan dasar nilai laba ditahan yang tidak dibagikan kepada pemegang saham sebagai dividen, melainkan disimpan dan digunakan kembali oleh perusahaan untuk berbagai keperluan, salah satunya sebagai kapasitas risiko.

### <https://simeri.pupukkaltim.com>

SIMERI serves as a reporting platform for the identification of work unit risks at Pupuk Kaltim, conducted quarterly by key personnel from each unit. Its primary scope includes Risk and Control Self-Assessment (RCSA), condition analysis and mitigation efforts, risk management approval, and reporting. The Risk Management Reports generated through SIMERI are utilized for risk-based auditing and as a reference for business decision-making.

### <https://irisk.pupukkaltim.com>

iRisk is a real-time risk identification reporting platform for every individual at Pupuk Kaltim. It is designed to support the integrated implementation of risk management across all organizational levels and functions, fostering greater awareness among employees regarding the risks associated with their respective job objectives.

### <https://interiskting.com>

Interiskting serves as an information hub providing details on risk management activity schedules, progress data on risk assessments, profiles of Pupuk Kaltim's risk management experts, and their certification records.

### <https://grc.pupukkaltim.com>

The GRC Portal is a comprehensive site encompassing all aspects of Good Corporate Governance (GCG) and risk management. It offers e-books on GCG, risk management, and compliance, as well as updates on activities related to these areas.

## STRATEGI RISIKO

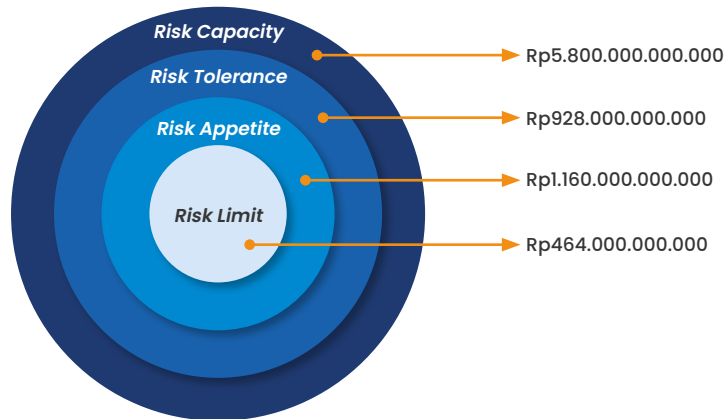
The determination of risk thresholds covering the Company's risk capacity, appetite, tolerance and limits is determined with a basic approach to the value of retained earnings that are not distributed to shareholders as dividends, but are stored and reused by the company for various purposes, one of which is risk capacity.





## Ambang Batas Risiko

Risk Threshold



## KEBIJAKAN SELERA RISIKO

Dalam menciptakan dan melindungi nilai Pupuk Kaltim serta mendukung pertumbuhan bisnis Perusahaan yang berkelanjutan dan selaras dengan Induk Perusahaan, Perusahaan memiliki Strategi Risiko yang dituangkan dalam sersi pernyataan Selera Risiko atau *Risk Appetite Statement* (RAS), sebagai berikut.

## RISK APPETITE POLICY

To safeguard and enhance Pupuk Kaltim's value while supporting the Company's sustainable business growth in alignment with the Parent Company, a comprehensive Risk Strategy has been established and articulated through the Risk Appetite Statement (RAS) series, as follows.

### Risk Appetite Threshold

Risk Appetite Threshold

| Risk Appetite Threshold     | Penjelasan                                                                                                                                                                                                                                                                                                                                                                    | Description                                                                                                                                                                                                                                                                                                      |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Tidak Toleran<br>Intolerant | Pupuk Kaltim sangat berhati-hati dalam mengambil risiko dan lebih memilih menjaga stabilitas dan konsistensi dalam operasi bisnis. Keputusan bisnis didasarkan pada pemeliharaan modal.                                                                                                                                                                                       | Pupuk Kaltim very careful in taking risks and prefers to maintain stability and consistency in business operations. Business decisions are based on capital maintenance.                                                                                                                                         |
| Konservatif<br>Conservative | Pupuk Kaltim berhati-hati dalam mengambil risiko, dengan memilih beberapa risiko yang terkendali tetapi tetap memprioritaskan kestabilan usaha. Keputusan bisnis didasarkan pada upaya untuk melindungi nilai dari risiko besar yang tidak terduga termasuk di dalamnya menghindari paparan terhadap fluktuasi pasar yang signifikan serta dapat menanggung beban yang kecil. | Pupuk Kaltim careful in taking risks, by choosing some controlled risks but still prioritizing business stability. Business decisions are based on efforts to protect value from unexpected major risks including avoiding exposure to significant market fluctuations and being able to bear small burdens.     |
| Moderat<br>Moderate         | Pupuk Kaltim bersedia mengambil risiko dalam batas tertentu untuk mencapai pertumbuhan dan keuntungan tetapi tetap memperhatikan perlindungan terhadap kerugian besar. Keputusan bisnis mempertimbangkan peluang pertumbuhan dan dampak risiko secara bersamaan dan dapat menanggung beban yang sedang.                                                                       | Pupuk Kaltim willing to take risks within certain limits to achieve growth and profit but still paying attention to protection against major losses. Business decisions consider growth opportunities and risk impacts simultaneously and can bear moderate burdens.                                             |
| Agresif<br>Aggressive       | Pupuk Kaltim secara aktif menerapkan strategi yang melibatkan pengelolaan risiko sebagai bagian integral dari rencana bisnis, mengambil risiko lebih tinggi dalam rangka mencapai pertumbuhan dan inovasi yang lebih besar. Keputusan bisnis didasarkan pada analisis risiko dan potensi pengembalian investasi jangka panjang serta dapat menanggung beban yang besar.       | Pupuk Kaltim actively implementing strategies that involve risk management as an integral part of the business plan, taking higher risks in order to achieve greater growth and innovation. Business decisions are based on risk analysis and potential long-term investment returns and can bear large burdens. |

## Risk Appetite Statement Tahun 2024

### Risk Appetite Statement in 2024

| Kategori Risiko<br>Risk Category                                | Risk Appetite Statement                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Risk Appetite Statement                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pengadaan Strategis<br>Strategic Procurement                    | Perusahaan memiliki <b>threshold konservatif</b> terhadap risiko yang berkaitan dengan pengadaan strategis. Perusahaan akan meminimalisir terjadinya risiko terkait pengadaan strategis yang berdampak langsung terhadap penyediaan bahan baku dan berupaya untuk mengoptimalkan pengendalian guna memitigasi risikonya.                                                                                                                                                                      | The Company has a <b>conservative</b> threshold for risks related to strategic procurement. The Company will minimize the occurrence of risks related to strategic procurement that have a direct impact on the supply of raw materials and strive to optimize controls to mitigate the risks.                                                                                                                             |
| Operasional<br>Operational                                      | Perusahaan memiliki <b>threshold konservatif</b> terhadap risiko yang berkaitan dengan pengadaan strategis. Perusahaan akan meminimalisir terjadinya risiko terkait pengadaan strategis yang berdampak langsung terhadap penyediaan bahan baku dan berupaya untuk mengoptimalkan pengendalian guna memitigasi risikonya.                                                                                                                                                                      | The Company has a <b>conservative</b> threshold for risks related to strategic procurement. The Company will minimize the occurrence of risks related to strategic procurement that have a direct impact on the supply of raw materials and strive to optimize controls to mitigate the risks.                                                                                                                             |
| Lingkungan Hidup<br>Environmental                               | Perusahaan memiliki <b>threshold tidak toleran</b> terhadap risiko yang berkaitan dengan lingkungan hidup. Perusahaan berkomitmen menjalankan usaha dengan menerapkan tata kelola pengelolaan lingkungan hidup dengan baik dan tidak mentolerir adanya pelanggaran terhadap peraturan perundangan lingkungan hidup, serta pelanggaran terhadap prinsip-prinsip pengelolaan lingkungan yang berlaku umum, dan memastikan kepatuhan terhadap seluruh ketentuan perundang-undangan yang berlaku. | The Company has a <b>zero tolerance</b> threshold for risks related to the environment. The Company is committed to conducting business by implementing good environmental management governance and does not tolerate violations of environmental laws and regulations, as well as violations of generally accepted environmental management principles, and ensures compliance with all applicable laws and regulations. |
| Perubahan Lingkungan Bisnis<br>Changing Business Environment    | Perusahaan memiliki <b>threshold agresif</b> terhadap risiko yang berkaitan dengan perubahan lingkungan bisnis. Perusahaan secara aktif menjalankan seluruh inisiatif strategis perusahaan melalui pembentukan klaster dan <i>subholding</i> dan optimalisasi penataan portofolio usaha serta bersedia mengambil keputusan strategis yang dibutuhkan untuk mencapai manfaat jangka panjang yang lebih besar dari risikonya.                                                                   | The Company has an <b>aggressive</b> threshold for risks associated with changes in the business environment. The Company actively pursues all of its strategic initiatives through the formation of clusters and subholdings and the optimization of business portfolio structuring and is willing to make strategic decisions necessary to achieve long-term benefits that outweigh the risks.                           |
| Eksekusi Proyek Pengembangan<br>Development Project Execution   | Perusahaan memiliki <b>threshold konservatif</b> terhadap risiko yang berkaitan dengan eksekusi proyek pengembangan. Perusahaan memberikan minimum toleransi terhadap permasalahan proyek pengembangan bisnis yang dilaksanakan oleh perusahaan dan berupaya untuk mengoptimalkan pengendalian guna memitigasi risiko terkait keterlambatan pengerjaan, kelebihan dalam penggunaan anggaran, maupun kualitas pekerjaan.                                                                       | The Company has a <b>conservative</b> threshold for risks related to the execution of development projects. The Company provides a minimum tolerance for problems with business development projects implemented by the company and strives to optimize controls to mitigate risks related to delays in work, excess use of budget, and quality of work.                                                                   |
| Restrukturisasi dan Kemitraan<br>Restructuring and Partnerships | Perusahaan memiliki <b>threshold moderat</b> terhadap risiko yang berkaitan dengan restrukturisasi dan kemitraan. Perusahaan menyeimbangkan keputusan bisnis untuk melakukan restrukturisasi dan kemitraan dengan peluang pertumbuhan dan dampak risiko secara bersamaan serta tetap memperhatikan perlindungan terhadap kerugian.                                                                                                                                                            | The Company has a <b>moderate</b> threshold for risks related to restructuring and partnerships. The Company balances business decisions on restructuring and partnering with growth opportunities and the impact of risk together while still paying attention to protection against losses.                                                                                                                              |
| Kuangan<br>Finance                                              | Perusahaan memiliki <b>threshold konservatif</b> terhadap risiko yang berkaitan dengan keuangan. Perusahaan meminimalisir timbulnya risiko yang berkaitan dengan pendanaan dan permodalan guna menghindari penggunaan sumber daya perusahaan yang tidak efektif dan timbulnya risiko likuiditas, kredit, dan pendanaan yang dapat mengancam kelangsungan usaha perusahaan.                                                                                                                    | The company has a <b>conservative</b> threshold for risks related to finance. The Company minimizes risks related to funding and capital to avoid ineffective use of company resources and the emergence of liquidity, credit and funding risks that can threaten the company's business continuity.                                                                                                                       |





| Kategori Risiko<br>Risk Category                                       | Risk Appetite Statement                                                                                                                                                                                                                                                                                                                                                                                                                                             | Risk Appetite Statement                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pasar dan Makroekonomi<br>Markets and Macroeconomics                   | Perusahaan memiliki <i>threshold moderat</i> terhadap risiko yang berkaitan dengan pasar dan makroekonomi. Perusahaan menyeimbangkan pelaksanaan kegiatan usaha dan inisiatif strategis dengan stabilitas makroekonomi seperti nilai tukar Rupiah, tingkat suku bunga, inflasi, harga komoditas, dan potensi resesi ekonomi, melalui pertimbangan yang terukur dan justifikasi yang memadai sesuai dengan kondisi makro.                                            | The Company has a <b>moderate</b> threshold for market and macroeconomic related risks. The Company balances the implementation of business activities and strategic initiatives with macroeconomic stability such as the Rupiah exchange rate, interest rates, inflation, commodity prices, and potential economic recession, through measured considerations and adequate justification in accordance with macro conditions. |
| Tata Kelola, Hukum, dan Kepatuhan<br>Governance, Legal, and Compliance | Perusahaan memiliki <i>threshold tidak toleran</i> terhadap risiko yang berkaitan dengan tata kelola, hukum dan kepatuhan. Perusahaan berkomitmen menjalankan usaha dengan menerapkan tata kelola perusahaan yang baik dan tidak mentolerir adanya <i>fraud</i> , pelanggaran integritas, kode etik, serta pelanggaran terhadap prinsip-prinsip tata kelola yang berlaku umum, dan memastikan kepatuhan terhadap seluruh ketentuan perundang-undangan yang berlaku. | The Company has a <b>zero tolerance</b> threshold for risks related to governance, law and compliance. The Company is committed to conducting business by implementing good corporate governance and does not tolerate fraud, violations of integrity, code of ethics, and violations of generally accepted governance principles, and ensures compliance with all applicable laws and regulations.                            |
| Teknologi dan Keamanan Siber<br>Technology and Cybersecurity           | Perusahaan memiliki <i>threshold tidak toleran</i> terhadap risiko yang berkaitan dengan teknologi dan keamanan siber. Perusahaan akan memastikan tidak terjadinya <i>downtime</i> sistem aplikasi utama ( <i>core application</i> ) yang diakibatkan oleh serangan siber dan berupaya mengoptimalkan pengamanan sistem guna memitigasi risikonya.                                                                                                                  | The Company has a <b>zero tolerance</b> threshold for risks related to technology and cybersecurity. The Company will ensure that there is no downtime of the core application system caused by cyber attacks and strive to optimize system security to mitigate the risk.                                                                                                                                                     |

## PROSEDUR PENENTUAN RISIKO UTAMA PERUSAHAAN

*Risk That Matter* (RTM) adalah risiko utama yang berdampak langsung terhadap pencapaian target perusahaan. RTM ini ditetapkan melalui evaluasi Unit Pengelola Risiko terhadap peta seluruh risiko Perusahaan melalui proses RCSA dalam SIMERI. Data risiko tersebut menjadi dasar usulan risiko strategis/utama Perusahaan oleh unit pengelola risiko. Risiko Utama atau RTM terdiri dari 2 (dua) jenis risiko, yaitu:

1. Risiko yang berkaitan dengan pencapaian sasaran di RKAP dan/atau KPI Kontrak Manajemen; dan
2. Risiko yang bersifat strategis dan berkaitan dengan *Going Concern* untuk jangka waktu lebih dari satu tahun yang jatuh tempo di periode RKAP tahun berjalan.

RTM disusun dengan menggunakan pendekatan *Bottom-Up* (berdasarkan usulan RTM dari Perusahaan dan/atau usulan dari unit kerja Pemilik Risiko di Perusahaan) dan *Top-Down* (berbasis kebijakan atau sasaran strategis dari RJPP dan/atau Aspirasi Pemegang Saham/APS), dan ditetapkan melalui proses atau tahapan Prioritisasi Risiko (*Risk Prioritization*).

## DETERMINING CORPORATE RISK THAT MATTER PROCEDURE

*Risk That Matter* (RTM) is the main risk that has a direct impact on the achievement of company targets. This RTM is determined through the Risk Management Unit's evaluation of the entire Company's risk map through the RCSA process in SIMERI. The risk data becomes the basis for the proposal of strategic/main risks of the Company by the Risk Management Unit. Main Risks or RTM consist of 2 (two) types of risks, namely:

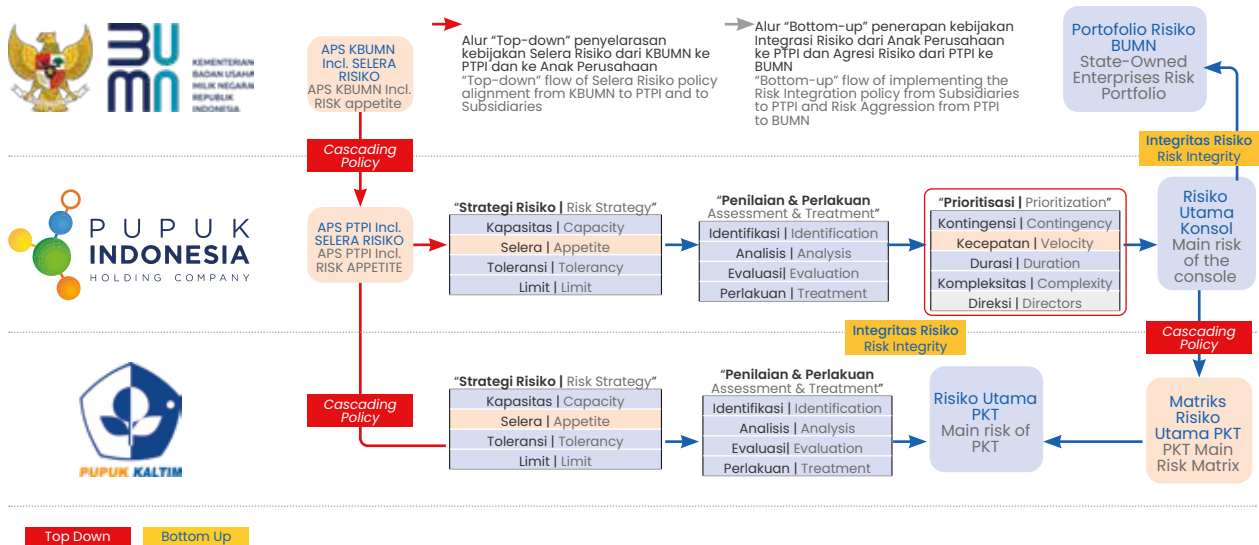
1. Risks related to the achievement of targets in the RKAP and/or Management Contract KPIs; and
2. Risks that are strategic in nature and related to *Going Concern* for a period of more than one year that are due in the RKAP period of the current year.

RTM is prepared using a Bottom-up approach (based on RTM proposals from the Company and/or proposals from the Risk Owner work unit in the Company) and Top-Down (based on policies or strategic goals from RJPP and/or Shareholder Aspirations/APS), and determined through a Risk Prioritization process or stage.



## Bottom-Up dan Top-Down pada Prioritisasi Risiko Strategis

Bottom-Up and Top-Down in Strategic Risk Prioritization

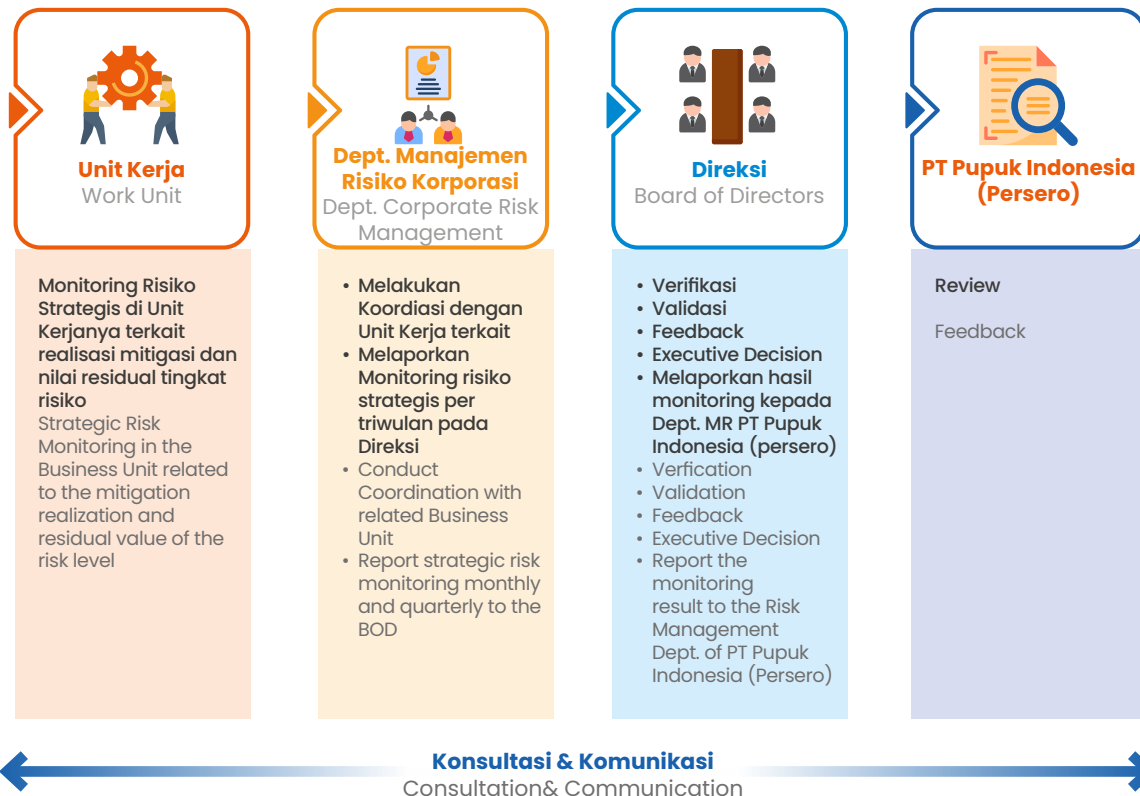


Fungsi Manajemen Risiko bertanggung jawab dalam menyusun dan mengusulkan RTM Perusahaan yang dilakukan bersama-sama dengan Pemilik Risiko dan disetujui serta ditetapkan oleh Direktur Manajemen Risiko.

The Risk Management function is responsible for preparing and proposing the Company's RTM which is conducted jointly with the Risk Owner and approved and determined by the Risk Management Director.

## Bagan Monitoring Risiko Strategis Korporasi

Corporate Strategic Risk Monitoring Chart





## RISIKO UTAMA TAHUN 2024

Pupuk Kaltim telah melakukan identifikasi RTM tahun 2024 sebanyak 7 (tujuh) RTM Konsolidasi PI Grup dan 1 (satu) RTM Internal untuk Pupuk Kaltim, sebagai berikut:

### 1. Bahan Baku (*Feedstock Security*)

Pada tahun 2024 ditetapkan 3 (tiga) bahan baku yang dipantau tiap bulannya, yaitu gas bumi, DAP dan KCl. Sesuai dengan Keputusan Menteri No. 134.K/HK.02/MEM.M/2021 dan No. 91.K/MG.01/MEM.M/2023 tentang Pengguna Gas Bumi tertentu dan Harga Gas Bumi Tertentu di bidang Industri, harga gas bumi ditetapkan *flat* sebesar USD6/MMBtu, namun untuk mengantisipasi adanya kekurangan bayar dikarenakan ada penyesuaian harga, Perusahaan terus melakukan koordinasi dengan SKK Migas dan Kementerian ESDM.

### 2. Downtime Pabrik di Luar Rencana

Perusahaan perlu memastikan keandalan pabrik urea dan amoniak melalui *preventive* dan *predictive maintenance* serta mempersiapkan rencana mitigasi dari kegagalan item-item kritis pabrik yang merupakan *performance killer* dari pabrik tersebut selain perusahaan juga perlu memastikan bahwa *turn around* yang dilakukan berkualitas dalam mengakomodasi seluruh rekomendasi perbaikan yang telah ditetapkan melalui RBI dan senantiasa meningkatkan kompetensi sumber daya manusia pada fungsi produksi.

### 3. Kesehatan, Kecelakaan Kerja dan Keselamatan Proses

Kesehatan, kecelakaan kerja dan keselamatan proses menjadi salah satu isu yang menjadi perhatian utama Perusahaan pada tahun 2024. Hal ini menjadi bukti komitmen Perusahaan terhadap kesehatan dan keselamatan kerja bagi seluruh karyawan.

### 4. Terjadi Pencemaran Lingkungan Hidup

Risiko pencemaran lingkungan hidup kembali terpilih sebagai salah satu risiko utama di Perusahaan. Hal ini dikarenakan Perusahaan harus mengawal pencapaian Proper Nasional Emas yang sudah diraih Perusahaan selama 7 (tujuh) tahun berturut-turut di mana pemenuhan *compliance* dan *beyond compliance* menjadi salah satu perhatian Perusahaan untuk tetap mempertahankan Proper Emas Nasional di tahun 2024.

### 5. Penjualan Produk Komersial di Bawah Rencana

Pada 2024, tren menunjukkan belum adanya kenaikan harga yang signifikan sehingga diprediksi harga masih akan menjadi faktor utama dalam pencapaian target Pendapatan Penjualan Komersial. Oleh karena itu, bentuk perlakuan risiko yang saat ini dapat dilakukan adalah berkordinasi dengan PT Pupuk

## RISK THAT MATTERS IN 2024

Pupuk Kaltim has identified the RTM in 2024 as many as 7 (seven) RTM Consolidated PI Group and 1 (one) Internal RTM for Pupuk Kaltim, as follows:

### 1. Raw Materials (*Feedstock Security*)

In 2024, 3 (three) raw materials were determined to be monitored every month, namely natural gas, DAP and KCl. In accordance with Ministerial Decree No. 134.K/HK.02/MEM.M/2021 and No. 91.K/MG.01/MEM.M/2023 concerning Certain Natural Gas Users and Certain Natural Gas Prices in the Industrial Sector, the price of natural gas is set flat at USD 6/MMBtu, but to anticipate any underpayment due to price adjustments, the Company continues to coordinate with SKK Migas and the Ministry of Energy and Mineral Resources.

### 2. Unplanned Factory Downtime

The company needs to ensure the reliability of the urea and ammonia plant through preventive and predictive maintenance and prepare a mitigation plan for the failure of critical factory items which are the performance killers of the plant. In addition, the company also needs to ensure that the turnaround carried out is of high quality in accommodating all improvement recommendations that have been determined through the RBI and continuously improving the competence of human resources in the production function.

### 3. Health, Work Accidents and Process Safety

Health, work accidents and process safety are one of the issues that are the Company's main concerns in 2024. This is proof of the Company's commitment to health and work safety for all employees.

### 4. Environmental Pollution Occurs

The risk of environmental pollution has again been selected as one of the main risks in the Company. This is because the Company must oversee the achievement of the National Gold Proper which has been achieved by the Company for 7 (seven) consecutive years where compliance and beyond compliance are one of the Company's concerns to maintain the National Gold Proper in 2024.

### 5. Commercial Product Sales Below Plan

In 2024, the trend shows that there has been no significant price increase so that it is predicted that price will still be the main factor in achieving the Commercial Sales Revenue target. Therefore, the form of risk treatment that can currently be carried out is to coordinate with PT Pupuk Indonesia (Persero) regarding

Indonesia (Persero) terkait dengan penjualan amoniak dan urea terutama terkait penetapan harga setelah sebelumnya dilakukan Kajian *Cost Benefit* dari sisi internal, selanjutnya melakukan penjualan sesuai surat instruksi penjualan oleh PT Pupuk Indonesia (Persero) sedangkan pemantauan penjualan selalu dilaksanakan secara bulanan dalam rapat pemasaran dan produksi bersama pemegang saham dan secara paralel memonitor izin ekspor yang dikeluarkan Kementerian Perdagangan untuk memastikan rencana dan realisasi ekspor sesuai dengan kuota yang disiapkan oleh Kementerian Perdagangan.

the sale of ammonia and urea, especially regarding price determination after previously conducting a Cost Benefit Study from the internal side, then making sales according to the sales instruction letter by PT Pupuk Indonesia (Persero) while sales monitoring is always carried out monthly in marketing and production meetings with shareholders and in parallel monitoring export permits issued by the Ministry of Trade to ensure that export plans and realization are in accordance with the quota prepared by the Ministry of Trade.

#### **6. Keterlambatan Progres Pelaksanaan Proyek Pengembangan**

Pada tahun 2024 terdapat 4 (empat) proyek pengembangan yang sedang berjalan. Proyek tersebut adalah lanjutan dari proyek 2023 kecuali Proyek NPK 3 yang pembangunannya ditangguhkan di 2024. Untuk memastikan bahwa investasi pengembangan tersebut memberikan pengembalian yang optimal kepada Perusahaan, dilakukan berbagai mitigasi risiko untuk mengawal pencapaian sasaran perusahaan tersebut yang dipantau secara berkala hingga ke PT Pupuk Indonesia (Persero) sebagai Pemegang Saham untuk memastikan bahwa proyek berjalan sesuai dengan S-Curve yang telah ditetapkan.

#### **6. Delays in the Progress of Development Project Implementation**

In 2024 there are 4 (four) ongoing development projects. The project is a continuation of the 2023 project except for the NPK 3 Project whose construction was suspended in 2024. To ensure that the development investment provides optimal returns to the Company, various risk mitigations are carried out to oversee the achievement of the company's targets which are monitored periodically to PT Pupuk Indonesia (Persero) as a Shareholder to ensure that the project runs in accordance with the established S-Curve.

#### **7. Gangguan Likuiditas (Arus Kas) Perusahaan**

Fluktuasi kurs dan kualitas piutang usaha menjadi salah satu faktor dari kondisi likuiditas Perusahaan. Sehingga pada tahun 2024 untuk menjaga likuiditas dalam rangka menjamin ketersediaan dana bagi Perusahaan, fluktuasi kurs dan kualitas piutang usaha menjadi bagian dalam monitoring risiko terkait likuiditas perusahaan dari potensi adanya tren penurunan harga komoditi khususnya amoniak dan urea yang akan berpengaruh signifikan pada pendapatan Perusahaan yang juga berpengaruh pada aliran arus kas perusahaan hal ini tergambar pada rasio kas dan rasio lancar Perusahaan.

#### **7. Company Liquidity (Cash Flow) Disruptions**

Exchange rate fluctuations and the quality of accounts receivable are one of the factors in the Company's liquidity condition. So that in 2024 to maintain liquidity in order to ensure the availability of funds for the Company, exchange rate fluctuations and the quality of accounts receivable are part of monitoring risks related to the company's liquidity from the potential for a downward trend in commodity prices, especially ammonia and urea, which will have a significant impact on the Company's income which also affects the company's cash flow, this is reflected in the Company's cash ratio and current ratio.

#### **8. Tidak Terpenuhinya SDM Kebutuhan SDM Tahun 2024**

Ketertidakpenuhannya SDM menyebabkan beban kerja yang lebih tinggi bagi karyawan yang ada, sehingga berdampak pada peningkatan biaya lembur untuk menjaga kelangsungan operasional. Kondisi ini tidak hanya meningkatkan beban biaya perusahaan, tetapi juga berpotensi menurunkan tingkat kepuasan dan pengalaman kerja karyawan, yang tercermin dalam hasil survei *Employee Experience*. Dalam jangka panjang dapat memengaruhi produktivitas, retensi karyawan, dan daya saing perusahaan.

#### **8. Unfulfilled Human Resources Human Resources Needs in 2024**

Unfulfilled human resources cause a higher workload for existing employees, resulting in increased overtime costs to maintain operational continuity. This condition not only increases the company's cost burden, but also has the potential to reduce employee satisfaction and work experience levels, as reflected in the results of the Employee Experience survey. In the long term, it can affect productivity, employee retention, and the company's competitiveness.





## PREDIKSI RISIKO UTAMA 2025

Pupuk Kaltim telah melakukan antisipasi terhadap tantangan dan optimalisasi peluang baik dari segi eksternal maupun internal yang mungkin memengaruhi kinerja dan kelangsungan Perusahaan. Langkah ini dilakukan melalui identifikasi risiko utama tahun 2025 yang memiliki dampak signifikan terhadap pencapaian target Perusahaan. Berikut adalah 6 (enam) risiko utama tahun 2025, yang telah ditetapkan oleh PT Pupuk Indonesia (Persero), antara lain:

### 1. Kesehatan Finansial Perusahaan Menurun

Kesehatan finansial selalu menjadi isu bersama dinamika perekonomian global yang tidak menentu. Kesehatan Finansial Perusahaan Menurun disebabkan potensi gangguan likuiditas Perusahaan yang bersumber dari fluktuasi kurs serta menurunnya kualitas piutang usaha. Pada tahun 2025, faktor yang mempengaruhi Kesehatan Finansial Perusahaan adalah adanya potensi gangguan likuiditas Perusahaan yang disebabkan fluktuasi kurs dan penurunan kualitas piutang usaha. Sehingga kondisi likuiditas Perusahaan perlu dijaga dalam rangka menjamin ketersediaan dana bagi Perusahaan dengan memonitor fluktuasi kurs dan penurunan kualitas piutang usaha dari potensi adanya tren penurunan harga komoditi khususnya Amoniak dan Urea yang akan berpengaruh signifikan pada pendapatan Perusahaan yang juga berpengaruh pada aliran arus kas perusahaan hal ini tergambar pada *Cash Ratio* dan *Current Ratio* Perusahaan.

### 2. Keterlambatan Pelaksanaan Proyek Pengembangan

Pada tahun 2025 terdapat 4 proyek berjalan antara lain, *Revamping* Amoniak Pabrik 2, Pembangunan Pabrik Soda Ash, Pembangunan Pabrik Amoniak Urea Papua Barat dan Pembangunan Pabrik NPK 3. Proyek tersebut adalah lanjutan dari proyek 2024 kecuali Proyek NPK 3 yang pembangunannya ditangguhkan di 2023. Dari ke-4 (empat) proyek tersebut, Proyek *Revamping* Amoniak Pabrik 2 dan Pabrik Soda Ash telah memasuki masa EPC, sehingga untuk memastikan bahwa proyek berjalan sesuai dengan *S-Curve* yang telah ditetapkan, tidak terjadi *cost overrun* di kemudian hari dan mendapatkan kualitas proyek sesuai yang diharapkan perlu dilakukan monitoring intensif secara berkala. Sedangkan kedua proyek lainnya yang saat ini memasuki tahap persiapan proyek, perlu dilakukan kajian yang memadai untuk memastikan bahwa proyek tersebut memberikan pengembalian yang optimal kepada Perusahaan di kemudian hari.

### 3. Ketidakefisienan Pengelolaan & Operasional Pabrik

PT Pupuk Kaltim selaku produsen urea dan amoniak terbesar di Indonesia, di mana 90% laba di tahun 2024 didapatkan dari penjualan Produk Urea dan Amoniak, sehingga ketidakefisienan Pengelolaan

## RISK THAT MATTERS PREDICTIONS FOR 2025

Pupuk Kaltim has anticipated challenges and optimized opportunities from both external and internal aspects that may affect the Company's performance and sustainability. This step is done through the identification of the main risks in 2025 that have a significant impact on the achievement of the Company's targets. The following are 6 (six) main risks in 2025, which have been determined by PT Pupuk Indonesia (Persero), among others:

### 1. The Company's Financial Health Declines

Financial health has always been an issue with the uncertain dynamics of the global economy. The Company's Financial Health Declines due to potential liquidity disruptions stemming from exchange rate fluctuations and the declining quality of trade receivables. In 2025, the factor affecting the Company's Financial Health is the potential disruption of the Company's liquidity caused by fluctuations in exchange rates and a decrease in the quality of trade receivables. So that the Company's liquidity condition needs to be maintained in order to ensure the availability of funds for the Company by monitoring fluctuations in exchange rates and decreasing the quality of trade receivables from the potential for a downward trend in commodity prices, especially Ammonia and Urea, which will have a significant effect on the Company's revenue which also affects the company's cash flow, this is reflected in the Company's Cash Ratio and Current Ratio.

### 2. Delay in Implementation of Development Projects

In 2025 there are 4 ongoing projects, among others, Revamping Ammonia Plant 2, Construction of Soda Ash Plant, Construction of West Papua Ammonia Urea Plant and Construction of NPK Plant 3. The project is a continuation of the 2024 project except for the NPK 3 Project whose construction was suspended in 2023. Of the four (4) projects, the Revamping Ammonia Plant 2 and Soda Ash Plant have entered the EPC period, so to ensure that the project runs according to the predetermined S-Curve, there is no cost overrun in the future and get the project quality as expected, intensive monitoring needs to be carried out regularly. While the other two projects that are currently entering the project preparation stage, adequate studies need to be carried out to ensure that the project provides optimal returns to the Company in the future.

### 3. Inefficiencies in Plant Management & Operations

PT Pupuk Kaltim as the largest urea and ammonia producer in Indonesia, where 90% of profits in 2024 are obtained from the sale of Urea and Ammonia Products, so inefficiencies in Plant Management and Operations

dan Operasional Pabrik akan meningkatkan potensi downtime pabrik urea dan amoniak yang dapat berpengaruh signifikan pada pencapaian laba Perusahaan. Untuk itu Perusahaan perlu memastikan keandalan Pabrik Urea dan Amoniak melalui *Plant Reliability Index* yang dihitung secara berkala dan mengoptimalkan *preventive* dan *predictive maintenance* Pabrik, serta mempersiapkan rencana mitigasi dari kegagalan item-item *critical* Pabrik yang merupakan *performance killer* dari Pabrik tersebut. Selain itu perusahaan juga perlu memastikan dalam pelaksanaan TA, seluruh rekomendasi perbaikan yang telah ditetapkan melalui *Risk Based Inspection* telah ditindaklanjuti serta senantiasa meningkatkan kompetensi Sumber daya manusia pada fungsi Produksi sehingga pelaksanaan TA dapat membuahkan hasil yang optimal baik dari sisi target waktu serta kualitas yang diharapkan.

#### 4. Hambatan Pasokan Bahan Baku Utama

Menindaklanjuti hasil evaluasi Risiko utama 2024, di mana fokus pengadaan bahan baku utama Pupuk Kaltim adalah terkait Gas bumi sebagai bahan baku utama produk Amoniak sementara Amoniak adalah bahan baku utama Urea, sehingga kegagalan pasokan gas bumi akan berpengaruh signifikan pada produksi Amoniak dan Urea. Pupuk Kaltim telah mendapatkan alokasi gas bumi hingga tahun 2028, sehingga pasokan gas bumi tahun 2025 telah terjamin. Namun untuk memastikan bahwa ketersediaan gas bumi terus berkelanjutan, perlu dilakukan peninjauan dengan SKK Migas untuk kontrak gas setelah tahun 2028.

Selain itu, faktor harga gas bumi menjadi salah satu *highlight* di tahun 2025. Dikarenakan sesuai dengan Keputusan Menteri ESDM No. T-298 pada 12 Juli 2024 tentang penetapan harga gas untuk Pupuk Kaltim, ditetapkan bahwa harga gas PKT khususnya untuk penjualan Non Subsidi akan menggunakan formula sedangkan untuk penjualan subsidi tetap menggunakan HGBT. Sehingga terdapat potensi tidak optimalnya pendapatan penjualan non subsidi diakibatkan ketentuan terbaru terkait harga gas bumi tersebut, sehingga untuk mengantisipasi hal tersebut, monitor terhadap harga urea dan amoniak internasional melalui *feratecon* perlu dilakukan secara ketat serta memastikan bahwa harga jual urea dan amoniak yang ditetapkan sesuai dengan harga pasar.

#### 5. Terjadinya Kecelakaan Kerja yang Menyebabkan Fatality

Pada tahun 2025, Kesehatan, Kecelakaan Kerja dan Keselamatan Proses menjadi salah satu isu yang menjadi perhatian utama Perusahaan. Hal ini menjadi bukti komitmen Perusahaan terhadap Kesehatan dan Keselamatan Kerja bagi seluruh Karyawan.

will increase the potential for urea and ammonia plant downtime which can have a significant effect on the achievement of Company profits. For this reason, the Company needs to ensure the reliability of the Urea and Ammonia Plants through the Plant Reliability Index which is calculated regularly and optimize the Plant's preventive and predictive maintenance, as well as prepare a mitigation plan for the failure of critical Plant items which are the performance killer of the Plant. In addition, the company also needs to ensure that in the implementation of TA, all improvement recommendations that have been determined through Risk Based Inspection have been followed up and always improve the competence of human resources in the Production function so that the implementation of TA can produce optimal results both in terms of time targets and expected quality.

#### 4. Main Raw Material Supply Constraints

Following up on the results of the 2024 Main Risk evaluation, where the focus of Pupuk Kaltim's main raw material procurement is related to natural gas as the main raw material for Ammonia products while Ammonia is the main raw material for Urea, so the failure of natural gas supply will have a significant effect on Ammonia and Urea production. Pupuk Kaltim has received natural gas allocation until 2028, so the supply of natural gas in 2025 has been guaranteed. However, to ensure that the availability of natural gas is sustainable, it is necessary to explore with SKK Migas for gas contracts after 2028.

In addition, the natural gas price factor is one of the highlights in 2025. Because in accordance with the Decree of the Minister of Energy and Mineral Resources No. T-298 on July 12, 2024 concerning the determination of gas prices for Pupuk Kaltim, it is stipulated that PKT's gas prices, especially for non-subsidized sales, will use a formula while for subsidized sales continue to use HGBT. So there is a potential for non-optimal non-subsidized sales revenue due to the latest provisions related to natural gas prices, so to anticipate this, monitoring of international urea and ammonia prices through *feratecon* needs to be carried out strictly and ensure that the selling prices of urea and ammonia are set in accordance with market prices.

#### 5. The Occurrence of Work Accidents that Cause Fatality

In 2025, Health, Work Accidents and Process Safety became one of the issues that became the Company's main concern. This is evidence of the Company's commitment to Occupational Health and Safety for all Employees.







## 6. Terjadinya SDM Kunci untuk Mendukung Transformasi Bisnis

Berdasarkan evaluasi risiko utama tahun 2024, di mana tidak tercukupinya kebutuhan SDM Perusahaan menjadi salah satu risiko utama khusus PKT yang teridentifikasi, maka di tahun 2025, risiko SDM tersebut dieskalasi menjadi Risiko utama atau *Risk That Matter* Konsolidasi PI Group. Perusahaan menghadapi risiko ketidakcukupan SDM kunci dalam mendukung transformasi bisnis, yang disebabkan oleh peningkatan jumlah karyawan yang memasuki masa pensiun tanpa diimbangi dengan rekrutmen yang memadai. Sehingga Perusahaan perlu melakukan mitigasi risiko untuk mengantisipasi kekurangan tenaga kerja tersebut salah satunya dengan mengimplementasikan Program PKT Futurist, program pengembangan talenta, ikut serta dalam rekrutmen bersama yang diadakan oleh Kementerian BUMN.

### KAJIAN RISIKO

Dalam upaya untuk meningkatkan efektivitas analisis manajemen risiko, Departemen Manajemen Risiko Korporasi telah aktif melakukan kajian risiko terhadap setiap aksi korporasi dan non korporasi yang memiliki dampak signifikan bagi Perusahaan. Kajian risiko ini memberikan gambaran komprehensif mengenai risiko-risiko yang teridentifikasi, baik yang dapat menjadi hambatan dalam pencapaian sasaran maupun potensial sebagai peluang atau nilai tambah bagi Perusahaan. Pendekatan ini dilakukan dengan tujuan untuk memastikan bahwa setiap keputusan korporasi didasarkan pada pemahaman mendalam terhadap potensi risiko.

Selama 2024, Pupuk Kaltim telah merilis 11 (sebelas) kajian risiko terkait aksi korporasi dan 8 (delapan) kajian risiko yang berkaitan dengan aspek non-aksi korporasi. Kajian-kajian ini melibatkan evaluasi risiko terhadap proses likuidasi, penambahan penyertaan saham pada anak perusahaan dan perusahaan patungan, proyek investasi pengembangan, operasional produksi, serta aspek manajemen sumber daya manusia. Langkah ini dilakukan dengan tujuan untuk mengidentifikasi dan mengelola potensi risiko yang terkait dengan berbagai keputusan dan inisiatif perusahaan selama periode tersebut.

## 6. Insufficiency of Key Human Resources to Support Business Transformation

Based on the evaluation of key risks in 2024, where insufficiency of the Company's HR needs became one of the identified PKT-specific key risks, in 2025, the HR risk was escalated to PI Group Consolidated Risk That Matter. The Company faces the risk of inadequate key human resources in supporting business transformation, caused by an increase in the number of employees retiring without being matched by adequate recruitment. So that the Company needs to mitigate risks to anticipate the shortage of workers, one of which is by implementing the PKT Futurist Program, a talent development program, participating in joint recruitment held by the Ministry of BUMN.

### RISK STUDY

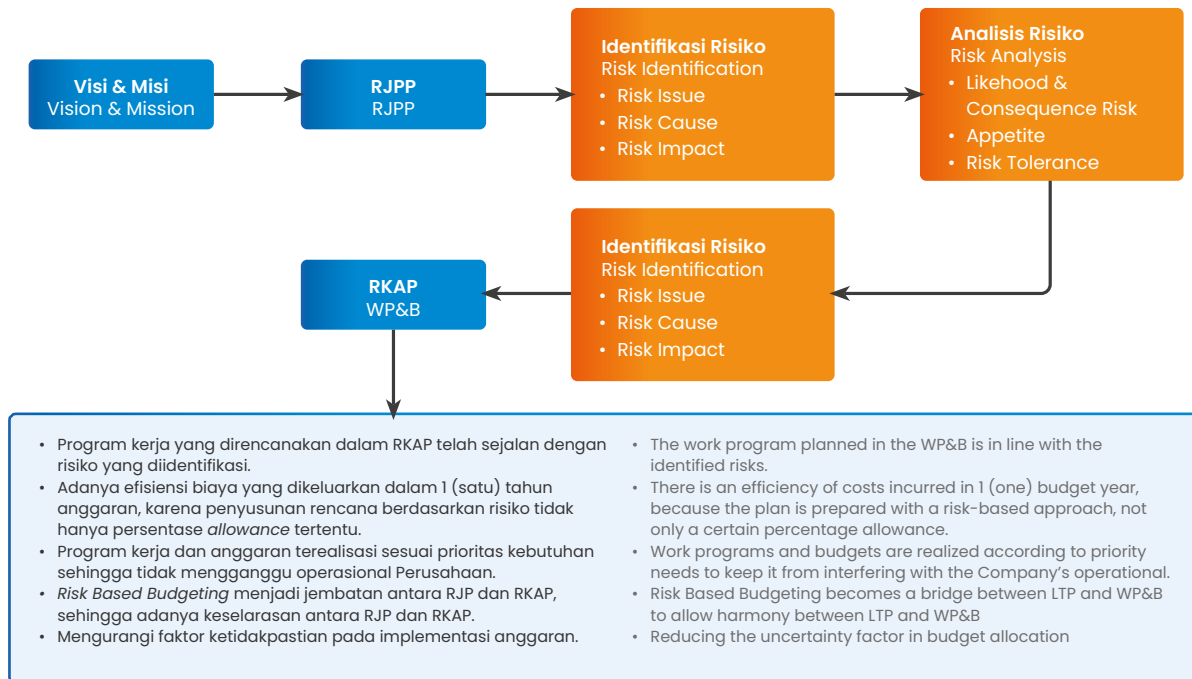
In an effort to improve the effectiveness of risk management analysis, the Corporate Risk Management Department has actively conducted risk assessments of every corporate and non-corporate action that has a significant impact on the Company. This risk study provides a comprehensive overview of the identified risks, both those that can be obstacles in achieving targets and those that have the potential to be opportunities or added value for the Company. This approach is carried out with the aim of ensuring that every corporate decision is based on a deep understanding of potential risks.

During 2024, Pupuk Kaltim has released 11 (eleven) risk studies related to corporate actions and 8 (eight) risk studies related to non-corporate action aspects. These studies involve risk evaluations of the liquidation process, additional equity participation in subsidiaries and joint ventures, development investment projects, production operations, and aspects of human resource management. This step is taken with the aim of identifying and managing potential risks associated with various company decisions and initiatives during the period.

## ANGGARAN BERBASIS RISIKO

## RISK-BASED BUDGET

### Risk Based Budgeting



Pupuk Kaltim telah mengadaptasi Prosedur Penyusunan RKAP dengan memperhatikan risiko strategis Perusahaan. Dalam proses penyusunan dan pengajuan usulan anggaran ke Unit Kerja Pengelola Anggaran, perhatian khusus diberikan untuk meminimalkan ketidakpastian yang dapat muncul dalam lingkungan operasional bisnis. Ini menjadi relevan karena dampak ketidakpastian dapat mengakibatkan ketidakakuratan estimasi anggaran, baik untuk aktivitas operasional, investasi, maupun kegiatan lainnya.

Dengan penyesuaian ini, RKAP tidak hanya didasarkan pada perkiraan biaya untuk mencapai sasaran, tetapi juga memperhitungkan biaya mitigasi risiko untuk mengatasi ketidakpastian yang dapat menghambat pencapaian tujuan.

Pupuk Kaltim telah menerapkan *Risk Based Budgeting* dalam penyusunan RKAP sejak tahun 2022. Setiap unit kerja yang mengajukan anggaran diwajibkan untuk mengisi formulir risiko strategis yang terhubung dengan usulan anggaran program kerja. Pentingnya identifikasi risiko juga tercermin dalam integrasi fitur identifikasi risiko dalam Sistem Informasi Anggaran (SIANIN).

### KOMPOSIT RISIKO

Sejalan dengan Kewajiban Juknis SK-7/DKU.MBU/10/2023 tentang Petunjuk Teknis Pelaporan Manajemen Risiko BUMN, dalam rangka peningkatan penerapan Manajemen

Pupuk Kaltim has adapted the RKAP (Annual Budget and Work Plan) Preparation Procedure by taking into account the company's strategic risks. In the process of drafting and submitting budget proposals to the Budget Management Unit, special attention is given to minimizing uncertainties that may arise in the business operating environment. This is particularly relevant as uncertainties can lead to inaccuracies in budget estimates, whether for operational activities, investments, or other initiatives.

With this adjustment, the RKAP is not only based on estimated costs to achieve targets, but also takes into account risk mitigation costs to overcome uncertainties that can hinder the achievement of goals.

Pupuk Kaltim has implemented Risk Based Budgeting in the preparation of the RKAP since 2022. Each work unit that submits a budget is required to fill out a strategic risk form that is connected to the proposed work program budget. The importance of risk identification is also reflected in the integration of the risk identification feature in the Budget Information System (SIANIN).

### RISK COMPOSITE

In line with the obligations of Technical Guidelines SK-7/DKU.MBU/10/2023 concerning Technical Guidelines for SOE Risk Management Reporting, in order to improve the





Risiko guna memberikan perlindungan dan penciptaan nilai. Perhitungan penentuan peringkat komposit risiko didasarkan pada 2 (dua) variabel, yaitu penilaian terhadap kualitas penerapan Manajemen Risiko dan terhadap penilaian kinerja. Pupuk Kaltim telah melakukan penilaian peringkat komposit Risiko yang dilakukan secara *self-assessment* setiap triwulan.

implementation of Risk Management to provide protection and value creation. The calculation of determining the risk composite rating is based on 2 (two) variables, namely the assessment of the quality of Risk Management implementation and the performance assessment. Pupuk Kaltim has conducted a Risk composite rating assessment which is carried out by self-assessment every quarter.

### Penilaian Kualitas Penerapan Manajemen Risiko

#### Quality Assessment of Risk Management Implementation

| No.                          | Indikator Kualitas Penerapan Manajemen Risiko<br>Quality Indicators of Risk Management Implementation                                                                                                                                                                    | Bobot<br>Weight | s.d Desember 2024<br>until December 2024 |                                    |
|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|------------------------------------------|------------------------------------|
|                              |                                                                                                                                                                                                                                                                          |                 | Hasil Penilaian<br>Assessment Result     | Skor Penilaian<br>Assessment Score |
| 1                            | Pencapaian Nilai Eksposur Risiko dibandingkan dengan target Risiko Residual.<br>Achievement of Risk Exposure Value compared to Residual Risk target.                                                                                                                     | 30%             | 90,00                                    | 27,00                              |
| 2                            | Pencapaian <i>output</i> pelaksanaan perlakuan Risiko dibandingkan dengan target total <i>output</i> .<br>Achievement of Risk treatment implementation output compared to the total output target.                                                                       | 20%             | 100,00                                   | 20,00                              |
| 3                            | Realisasi biaya pelaksanaan perlakuan Risiko dibandingkan dengan anggaran.<br>Realization of Risk treatment implementation costs compared to the budget.                                                                                                                 | 20%             | 80,00                                    | 16,00                              |
| 4                            | Ketepatan penilaian Risiko yang meliputi identifikasi Risiko, kuantifikasi Risiko, rencana perlakuan Risiko, dan prioritas Risiko.<br>Accuracy of risk assessment which includes risk identification, risk quantification, risk treatment plan, and risk prioritization. | 30%             | 90,00                                    | 27,00                              |
| <b>Total</b>                 |                                                                                                                                                                                                                                                                          |                 |                                          | <b>90,00</b>                       |
| <b>Kinerja   Performance</b> |                                                                                                                                                                                                                                                                          |                 | <b>SATISFACTORY</b>                      |                                    |

### Penilaian Pencapaian Kinerja

#### Performance Achievement Assessment

| No.                          | Indikator Pencapaian Kinerja<br>Performance Achievement Indicators                               | Bobot<br>Weight | s.d Desember 2024<br>until December 2024 |                                    |
|------------------------------|--------------------------------------------------------------------------------------------------|-----------------|------------------------------------------|------------------------------------|
|                              |                                                                                                  |                 | Hasil Penilaian<br>Assessment Result     | Skor Penilaian<br>Assessment Score |
| 1                            | Capaian KPI Kolegial.<br>Achievement of Collegial KPI.                                           | 30%             | 100,00                                   | 30,00                              |
| 2                            | Capaian Kinerja Keuangan.<br>Achievement of Financial Performance.                               | 30%             | 82,50                                    | 24,75                              |
| 3                            | Capaian Kinerja Operasi/Produksi Utama.<br>Achievement of Key Operations/Production Performance. | 40%             | 100,00                                   | 40,00                              |
| <b>Total</b>                 |                                                                                                  |                 |                                          | <b>94,75</b>                       |
| <b>Kinerja   Performance</b> |                                                                                                  |                 | <b>BAIK   GOOD</b>                       |                                    |

## Penilaian Komposit sampai dengan Desember 2024

Composit Rating until December 2024

| Kinerja<br>Performance | Kualitas Penerapan Manajemen Risiko<br>Quality of Implementation of Risk Management |              |      |          |                |
|------------------------|-------------------------------------------------------------------------------------|--------------|------|----------|----------------|
|                        | Strong                                                                              | Satisfactory | Fair | Marginal | Unsatisfactory |
| Sangat Baik            | 1                                                                                   | 1            | 2    | 3        | 3              |
| Baik                   | 1                                                                                   | 2            | 2    | 3        | 4              |
| Cukup                  | 2                                                                                   | 2            | 3    | 4        | 4              |
| Kurang                 | 2                                                                                   | 3            | 4    | 4        | 5              |
| Buruk                  | 3                                                                                   | 3            | 4    | 5        | 5              |

Sampai dengan Desember 2024, berdasarkan *self-assessment* yang telah dilakukan, pencapaian Komposit Risiko Pupuk Kaltim dengan hasil Kualitas “Satisfactory” dan kinerja “Baik”. Dari hasil tersebut Pupuk Kaltim memiliki risiko terkendali baik dan kemungkinan tidak tercapainya target kinerja tergolong rendah.

Until December 2024, based on the self-assessment that has been carried out, Pupuk Kaltim’s Risk Composite achievement with the results of “Satisfactory” quality and “Good” performance. From these results, Pupuk Kaltim has a well-controlled risk and the possibility of not achieving the performance target is low.

## UPAYA PENINGKATAN BUDAYA SADAR RISIKO

Unit Pengelola Risiko berperan penting dalam memastikan peningkatan budaya sadar risiko meresap ke seluruh proses bisnis, bertujuan meningkatkan efektivitas dan pencapaian tujuan penerapan manajemen risiko. Upaya ini diwujudkan melalui sosialisasi yang intensif, pelatihan yang berkesinambungan, dan pemanfaatan sistem informasi yang terus-menerus diperbarui.

Komitmen Pupuk Kaltim terhadap pengembangan kompetensi SDM terkait manajemen risiko terlihat melalui partisipasi karyawan dalam program sertifikasi dan pelatihan khusus di bidang manajemen risiko. Langkah ini mencerminkan tekad perusahaan untuk menjaga dan meningkatkan kapabilitas personel dalam mengelola risiko secara efektif.

Untuk itu, perusahaan dengan tegas memastikan bahwa para Insan Pupuk Kaltim wajib melakukan peningkatan kompetensi. Berikut adalah rangkuman program pelatihan yang diikuti oleh Insan Pupuk Kaltim sepanjang tahun 2024.

## EFFORTS TO ENHANCE RISK AWARENESS CULTURE

The Risk Management Unit plays a crucial role in ensuring that the enhancement of risk awareness culture is embedded throughout all business processes, aiming to improve the effectiveness and achievement of risk management objectives. These efforts are realized through intensive socialization, continuous training, and the ongoing development of information systems.

Pupuk Kaltim’s commitment to developing human resource competencies in risk management is evident through employee participation in certification programs and specialized training in the field. This initiative reflects the company’s determination to maintain and enhance personnel capabilities in managing risks effectively.

To support this, the company firmly ensures that all Pupuk Kaltim personnel are required to enhance their competencies. Below is a summary of the training programs attended by Pupuk Kaltim employees throughout 2024.

## Program Pelatihan Manajemen Risiko Tahun 2024

Risk Management Training Program in 2024

| No | Nama Kegiatan<br>Activity Name                                                             | Tanggal Pelaksanaan<br>Implementation Date  | Tempat Pelaksanaan<br>Implementation Place | Peserta<br>Participants | Jumlah Peserta<br>Number of Participants | Pemateri<br>Presenter                                                         |
|----|--------------------------------------------------------------------------------------------|---------------------------------------------|--------------------------------------------|-------------------------|------------------------------------------|-------------------------------------------------------------------------------|
| 1. | Workshop Penyusunan Risiko Awal Tahun 2024<br>Workshop on Initial Risk Preparation in 2024 | 19–23 Februari 2024<br>February 19–23, 2024 | Grand Jatra Hotel Balikpapan               | Key Person MR           | 85                                       | Departemen Manajemen Risiko Korporasi<br>Corporate Risk Management Department |





| No | Nama Kegiatan<br>Activity Name                                                                                                                                     | Tanggal Pelaksanaan<br>Implementation Date            | Tempat Pelaksanaan<br>Implementation Place | Peserta<br>Participants                     | Jumlah Peserta<br>Number of Participants | Pemateri<br>Presenter                                                         |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|--------------------------------------------|---------------------------------------------|------------------------------------------|-------------------------------------------------------------------------------|
| 2. | Sosialisasi GCG & MR Tahun 2024 "Bermain bersama Ber-GCG Ria"<br>Socialization of GCG & MR in 2024 "Playing together with Ber-GCG Ria"                             | 1 Maret 2024<br>March 1, 2024                         | Bontang, Pupuk Kaltim                      | Seluruh Karyawan TKNO<br>All TKNO Employees | 569                                      | Departemen Manajemen Risiko Korporasi<br>Corporate Risk Management Department |
| 3. | Workshop Risiko Proyek PKT 2024<br>PKT Project Risk Workshop 2024                                                                                                  | 4–5 Maret 2024<br>March 4–5, 2024                     | Bontang, Pupuk Kaltim                      | Key Person Proyek                           | 10                                       | Departemen Manajemen Risiko Korporasi<br>Corporate Risk Management Department |
| 4. | Workshop RTM Konsolidasi<br>Consolidated RTM Workshop                                                                                                              | 13–14 Maret 2024<br>March 13–14, 2024                 | Bontang, Pupuk Kaltim                      | Person in Charge RTM Pupuk Kaltim           | 20                                       | Departemen Manajemen Risiko Korporasi<br>Corporate Risk Management Department |
| 5. | FGD BCMS                                                                                                                                                           | 22–25 April 2024<br>April 22–25, 2024                 | Hotel Swiss Belinn Tunjungan, Surabaya     | PIC <i>Critical Business Function</i>       | 29                                       | RSM Indonesia                                                                 |
| 6. | Sosialisasi Profil Risiko Individu melalui iRisk bagi TKNO<br>Socialization of Individual Risk Profile through iRisk for TKNO                                      | 20, 21, dan 24 Juni 2024<br>June 20, 21, and 24, 2024 | Daring                                     | Seluruh Karyawan TKNO                       | 412                                      | Departemen Manajemen Risiko Korporasi<br>Corporate Risk Management Department |
| 7. | Sosialisasi dan pelatihan <i>Fundamental Governance Risk &amp; Compliance</i><br>Socialization and training of <i>Fundamental Governance Risk &amp; Compliance</i> | 19 Juli 2024<br>July 19, 2024                         | Hotel Equator, Bontang                     | Manajemen & Anak Perusahaan YKHT Grup       | 33                                       | Departemen Manajemen Risiko Korporasi<br>Corporate Risk Management Department |
| 8. | Awareness BCMS ISO 22301                                                                                                                                           | 5 September 2024<br>September 5, 2024                 | Daring                                     | Karyawan Internal Pupuk Kaltim              | 141                                      | RSM Indonesia Konsultan                                                       |

Selain meningkatkan kompetensi manajemen risiko bagi karyawan, Perusahaan juga melaksanakan klinik manajemen risiko. Tujuan dari klinik ini adalah memastikan bahwa pelaporan manajemen risiko yang dilakukan oleh setiap unit kerja sesuai dengan standar dan pedoman yang berlaku.

### EMERGING RISK

Dalam menghadapi dinamika lingkungan bisnis yang terus berkembang, Perusahaan secara proaktif mengidentifikasi dan mengelola *emerging risk* baik yang muncul sebagai kejadian baru dan tak terduga maupun sebagai evolusi dari risiko yang telah ada sebelumnya (*re-emerging*). Risiko-risiko ini dapat berdampak signifikan terhadap keberlanjutan bisnis, operasional, serta kepatuhan terhadap regulasi yang berlaku.

Perusahaan berkomitmen akan terus mengembangkan pendekatan yang lebih *agile* dan berbasis data dalam mengelola *emerging risk*, sehingga dapat mengambil langkah strategis yang lebih tepat dalam menjaga keberlanjutan bisnis dan daya saing di industri.

In addition to improving risk management competencies for employees, the Company also conducts risk management clinics. The purpose of this clinic is to ensure that risk management reporting conducted by each work unit is in accordance with applicable standards and guidelines.

### EMERGING RISK

In facing the dynamics of the ever-evolving business environment, the Company proactively identifies and manages emerging risks, both those that emerge as new and unexpected events and as an evolution of previously existing risks (*re-emerging*). These risks can have a significant impact on business sustainability, operations, and compliance with applicable regulations.

The Company is committed to continuing to develop a more agile and data-based approach to managing emerging risks, so that it can take more appropriate strategic steps to maintain business sustainability and competitiveness in the industry.



- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> <li>1. Peningkatan gejala geopolitik yang berpotensi memicu Perang Asia Timur<br/>Increased geopolitical turmoil has the potential to trigger an East Asian War</li> <li>2. Tren Inflasi Suku Bunga Rendah<br/>Low Interest Rate Inflation Trend</li> <li>3. Perubahan lingkungan ekstrem yang menghambat proses logistik<br/>Extreme environmental changes that hamper logistics processes</li> <li>4. Perubahan kebijakan pemerintah terkait harga gas<br/>Changes in government policies related to gas prices</li> <li>5. Perubahan kebijakan pemerintah terkait subsidi pupuk<br/>Changes in government policies related to fertilizer subsidies</li> <li>6. Pencabutan izin ekspor oleh Pemerintah<br/>Government revocation of export license</li> <li>7. Pelemahan Rupiah secara ekstrem akibat faktor makroekonomi<br/>Extreme Rupiah depreciation due to macroeconomic factors</li> <li>8. Kejatuhan harga komoditas dunia<br/>Fall in world commodity prices</li> <li>9. Kejadian pandemi yang mengakibatkan perlambatan ekonomi<br/>Pandemic events that result in economic slowdown</li> <li>10. Bencana alam berskala besar seperti gempa <i>megathrust</i><br/>Large-scale natural disasters such as megathrust earthquakes</li> </ol> | <ol style="list-style-type: none"> <li>11. Kebutuhan akan bahan aktif baru karena resistensi pestisida<br/>The need for new active ingredients due to pesticide resistance</li> <li>12. Ancaman serangan <i>cyber security</i><br/>Threat of cyber security attack</li> <li>13. Ancaman bioterorisme terhadap sumber pangan<br/>Threat of bioterrorism against food sources</li> <li>14. Krisis air bersih global<br/>Global clean water crisis</li> <li>15. Penyakit tanaman baru yang belum dikenal<br/>New and unrecognized plant diseases</li> <li>16. Penemuan efek samping jangka panjang dari <i>agrochemicals</i><br/>Discovery of long-term side effects of agrochemicals</li> <li>17. Konflik atas hak paten teknologi pertanian<br/>Conflict over agricultural technology patents</li> <li>18. Perubahan kebijakan ekspor/impor negara lain yang mempengaruhi <i>supply-demand</i><br/>Changes in export/import policies of other countries that affect supply-demand</li> <li>19. Krisis kesuburan tanah<br/>Soil fertility crisis</li> <li>20. Kemunculan ekonomi sirkular dalam agrikultur<br/>Emergence of circular economy in agriculture</li> </ol> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### FINANCIAL CONTINGENCY PLAN (FCP)

Pupuk Kaltim sebagai entitas yang memiliki peran strategis dalam jaringan keuangan nasional, berada di garis depan dalam menghadapi tantangan yang ditimbulkan oleh dinamika ekonomi dan perubahan sosial-politik. Berdasarkan Aspirasi Pemegang Saham (APS) No. S-491/MBU/09/2023 tanggal 29 September 2023 dan surat PT Pupuk Indonesia (Persero) No. 25116/A/MR/D0102/ET/2024 tanggal 14 Agustus 2024, Kementerian BUMN mengimbau BUMN dan anak perusahaan BUMN wajib menyusun rencana darurat (*contingency plan*) yang terpisah dari RKAP. Mengingat kategorisasi Pupuk Kaltim sebagai anak perusahaan BUMN dengan kategori sistemik A.

Penyusunan rencana darurat finansial yang baik, dapat meningkatkan kemampuan Pupuk Kaltim dalam menghadapi kondisi krisis, sehingga keputusan diambil telah mempertimbangkan efektivitas kelayakan opsi pemulihan. Pupuk Kaltim telah menyampaikan dokumen FCP kepada PT Pupuk Indonesia (Persero) tanggal 23 Desember 2024.

### SISTEM MANAJEMEN KEBERLANGSUNGAN USAHA

Pupuk Kaltim telah berhasil meraih Sertifikasi ISO 22301:2019 Sistem Manajemen Keberlangsungan Usaha pada 22 Desember 2023 sebagai pemenuhan terhadap RUPS RKAP Tahun 2023 bidang Manajemen Risiko. Selanjutnya, Tahun 2024 telah dilaksanakan *Audit Surveillance* Ke-1

### FINANCIAL CONTINGENCY PLAN (FCP)

Pupuk Kaltim as an entity that has a strategic role in the national financial network, is at the forefront in facing the challenges posed by economic dynamics and socio-political changes. Based on the Aspiration of Shareholders (APS) No. S-491/MBU/09/2023 dated 29 September 2023 and PT Pupuk Indonesia (Persero) letter No. 25116/A/MR/D0102/ET/2024 dated 14 August 2024, the Ministry of SOEs urges SOEs and SOE subsidiaries to prepare a contingency plan separate from the RKAP. Given Pupuk Kaltim's categorization as a subsidiary of SOEs with systemic category A.

The preparation of a good financial contingency plan can improve Pupuk Kaltim's ability to deal with crisis conditions, so that decisions taken have considered the effectiveness of the feasibility of recovery options. Pupuk Kaltim has submitted the FCP document to PT Pupuk Indonesia (Persero) on December 23, 2024.

### BUSINESS CONTINUITY MANAGEMENT SYSTEM

Pupuk Kaltim has successfully achieved ISO 22301:2019 Certification for Business Continuity Management System on 22 December 2023 as a fulfilment of the 2023 GMS RKAP in the field of Risk Management. Furthermore, in 2024, the 1<sup>st</sup> Surveillance Audit was conducted by external auditor





oleh auditor eksternal PT TÜV SÜD Indonesia tanggal 23–24 Desember 2024 dengan berhasil mempertahankan sertifikasi.

Pupuk Kaltim dipercaya sebagai narasumber pada Webinar Badan Standardisasi Nasional (BSN) dengan tema “Membangun Kelangsungan Usaha di KEK/KSE melalui Penerapan BCMS berbasis SNI ISO 22301:2019” pada tanggal 25 Oktober 2024. Sebagai upaya peningkatan penerapan Sistem Manajemen Keberlangsungan Usaha, Pupuk Kaltim melakukan *benchmark* ke PT Bukit Asam Tbk pada tanggal 9 November 2024. Selanjutnya, dilakukan *Drilling Test* dengan skema *Table Top* pada tanggal 19–20 November 2024.

### EVALUASI KINERJA UNIT PENGELOLA RISIKO

Evaluasi kinerja Unit Pengelola Risiko dilakukan secara tahunan dengan mempertimbangkan pencapaian KPI. Beberapa indikator yang memiliki bobot signifikan dalam KPI melibatkan pengendalian risiko strategis, pengendalian risiko operasional, tingkat kematangan penerapan manajemen risiko, kejadian risiko tinggi, dan pelaksanaan sistem informasi manajemen risiko perusahaan.

Berdasarkan pencapaian kinerja pada tahun 2024, Unit Pengelola Risiko berhasil mencapai skor KPI sebesar 103,81%. Keberhasilan ini mencerminkan pencapaian yang melebihi target yang telah ditetapkan dan mengindikasikan tingkat keunggulan dalam pengelolaan risiko di seluruh spektrum operasional perusahaan.

### EVALUASI EFEKTIVITAS PENERAPAN MANAJEMEN RISIKO

Sesuai dengan Peraturan Menteri BUMN RI No. PER-2/MBU/03/2023, Pupuk Kaltim wajib melaksanakan Penilaian RMI 2024 terhadap penerapan manajemen risiko tahun buku 2023 yang telah dilaksanakan oleh konsultan eksternal, yaitu Deloitte Indonesia yang dilakukan bersama Pupuk Indonesia Grup. Pelaksanaan ini mengikuti SK-8/DKU.MBU/12/2023 tentang Petunjuk Teknis Penilaian Kematangan Risiko di Lingkungan Badan Usaha Milik Negara. Metode penilaian dilakukan dengan *reviu* dokumen, survei/kuesioner dan wawancara. Waktu pelaksanaan RMI 2024 tahun buku 2023 dilakukan pada 30 Juli–28 Oktober 2024 mulai dari *Kick off Meeting* hingga penyampaian Laporan Final RMI kepada Pemegang Saham melalui DOF.

PT TÜV SÜD Indonesia on December 23–24, 2024 and successfully maintained the certification.

Pupuk Kaltim was trusted as a resource person at the National Standardization Agency (BSN) Webinar with the theme “Building Business Continuity in KEK/KSE through the Implementation of BCMS based on SNI ISO 22301:2019” on October 25, 2024. As an effort to improve the implementation of the Business Continuity Management System, Pupuk Kaltim conducted a benchmark to PT Bukit Asam Tbk on November 9, 2024. Furthermore, a Drilling Test with a Table Top scheme was conducted on November 19–20, 2024.

### PERFORMANCE EVALUATION OF RISK MANAGEMENT UNIT

Performance evaluation of the Risk Management Unit is conducted on an annual basis by considering the achievement of KPI. Some indicators that have significant weight in the KPIs involve strategic risk control, operational risk control, maturity level of risk management implementation, high risk events, and implementation of the company’s risk management information system.

Based on the performance achievement in 2024, the Risk Management Unit managed to achieve a KPI score of 103.81%. This success reflects an achievement that exceeds the predetermined target and indicates a level of excellence in risk management across the company’s operational spectrum.

### EVALUATION OF THE EFFECTIVENESS OF RISK MANAGEMENT IMPLEMENTATION

In accordance with the Regulation of the Minister of SOEs of the Republic of Indonesia No. PER-2/MBU/03/2023, Pupuk Kaltim is obliged to carry out the 2024 RMI Assessment of the implementation of risk management for the fiscal year 2023 which has been carried out by an external consultant, namely Deloitte Indonesia, conducted with the Pupuk Indonesia Group. This implementation follows SK-8/DKU.MBU/12/2023 concerning Technical Guidelines for Risk Maturity Index Assessment within State-Owned Enterprises. The assessment method is carried out by document review, survey/questionnaire and interview. The implementation time of RMI 2024 for fiscal year 2023 was carried out from July 30–October 28, 2024 starting from the Kick off Meeting to the submission of the Final RMI Report to the Shareholders through the DOF.

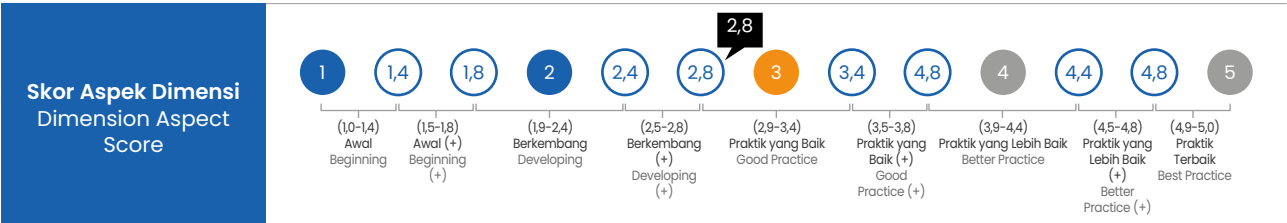
Ringkasan Hasil Penilaian RMI

Summary of RMI Assessment Result

| Parameter             | Dimensi<br>Dimension | Deskripsi<br>Description                                               | Skor Dimensi<br>Dimension Score | Skor<br>Score |
|-----------------------|----------------------|------------------------------------------------------------------------|---------------------------------|---------------|
| 1 s.d 3<br>1 to 3     | 1                    | Budaya dan Kapabilitas Risiko<br>Risk Culture and Capability           | 3,0                             |               |
| 4 s.d 19<br>4 to 19   | 2                    | Organisasi dan Tata Kelola Risiko<br>Risk Organization and Governance  | 2,8                             |               |
| 20 s.d 33<br>20 to 33 | 3                    | Kerangka Risiko dan Kepatuhan<br>Risk and Compliance Framework         | 2,6                             |               |
| 34 s.d 40<br>34 to 40 | 4                    | Proses dan Kontrol Risiko<br>Risk Processes and Controls               | 3,0                             |               |
| 41 s.d 42<br>41 to 42 | 5                    | Model, Data, dan Teknologi Risiko<br>Risk Models, Data, and Technology | 2,0                             |               |
| 1 s.d 42<br>1 to 42   |                      |                                                                        |                                 | 2,8           |

ASPEK KINERJA | PERFORMANCE ASPECTS

| No.                  | Aspek<br>Aspect                                                               | Nilai Aspek<br>Aspect Value | Nilai Konversi<br>Conversion Value | Bobot<br>Weight | Nilai Konversi x Bobot<br>Conversion Value x Weight | Skor<br>Score |
|----------------------|-------------------------------------------------------------------------------|-----------------------------|------------------------------------|-----------------|-----------------------------------------------------|---------------|
| 1                    | Tingkat Kesehatan Peringkat Akhir (Final Rating)<br>Final Rating Health Level | AAA                         | 100                                | 50%             | 50                                                  |               |
| 2                    | Peringkat Komposit Risiko<br>Risk Composite Rating                            | 2                           | 78                                 | 50%             | 39                                                  |               |
| 1 s.d 2<br>1 to 2    | Skor Aspek Kinerja<br>Performance Aspect Score                                |                             |                                    |                 |                                                     | 89            |
|                      | Penyesuaian Skor<br>Score Adjustment                                          |                             |                                    |                 |                                                     | 0,0           |
| SKOR RMI   RMI SCORE |                                                                               |                             |                                    |                 |                                                     | 2,8           |



Nilai Maturitas Penerapan Manajemen Risiko Pupuk Kaltim 2022-2024

Maturity Score of Risk Management Implementation of Pupuk Kaltim 2022-2024

| Perusahaan<br>Company     | Skala<br>Scale | Indeks Maturitas<br>Maturity Index |                      |      |
|---------------------------|----------------|------------------------------------|----------------------|------|
|                           |                | 2024*                              | 2023**               | 2022 |
| PT Pupuk Kalimantan Timur | 5              | 2,8                                | 4,05                 | 4,05 |
| Kategori<br>Category      |                | Berkembang (+)<br>Developing (+)   | Managed (BUMN Scale) |      |

\*) Penilaian Kematangan Risiko (Risk Maturity Index) mengacu pada Peraturan Menteri BUMN RI No. PER-2/MBU/03/2023, yaitu Petunjuk Teknis SK-8/DKU. MBU/12/2023.

Assessment of Risk Maturity (Risk Maturity Index) refers to the Regulation of the Minister of SOEs of the Republic of Indonesia No. PER-2/MBU/03/2023, namely Technical Guidelines SK-8/DKU.MBU/12/2023.

\*\*) Penilaian Maturitas Penerapan Manajemen Risiko oleh BPKP Provinsi Kalimantan Timur.

Maturity Assessment of Risk Management Implementation by BPKP East Kalimantan Province.





Dari hasil perhitungan indeks skor pada Penilaian RMI 2024 yang dilakukan di Pupuk Kaltim untuk tahun buku 2023, diperoleh hasil indeks skor sebesar 2,8 dengan skor aspek dimensi/kategori Berkembang (+).

#### **PERNYATAAN DIREKSI DAN/ATAU DEWAN KOMISARIS ATAU KOMITE AUDIT ATAS KECUKUPAN SISTEM MANAJEMEN RISIKO**

Direksi dan Dewan Komisaris secara berkala melakukan peninjauan terhadap implementasi manajemen risiko di Perusahaan. Fokus peninjauan mencakup Kebijakan Manajemen Risiko, dasar penerapannya, hingga aktivitas terkait.

Pada tahun 2024, Perusahaan terus menerapkan manajemen risiko berbasis SNI ISO 31000:2018. Dari hasil peninjauan, Direksi dan Dewan Komisaris menyimpulkan bahwa sistem manajemen risiko di Perusahaan terbukti memadai, sesuai dengan tingkat kematangan penerapan manajemen risiko yang ditetapkan.

Based on the result of score index calculation in RMI 2024 Assessment conducted in Pupuk Kaltim for fiscal year 2023, the score index result is 2.8 with dimension/category aspect score of Developing (+).

#### **STATEMENT OF THE BOARD OF DIRECTORS AND/OR BOARD OF COMMISSIONERS OR AUDIT COMMITTEE ON THE ADEQUACY OF RISK MANAGEMENT SYSTEM**

The Board of Directors and Board of Commissioners periodically review the implementation of risk management in the Company. The focus of the review includes the Risk Management Policy, the basis for its implementation, and related activities.

In 2024, the Company continued to implement risk management based on SNI ISO 31000:2018. From the results of the review, the Board of Directors and Board of Commissioners concluded that the risk management system in the Company has proven to be adequate, in accordance with the established maturity level of risk management implementation.



## Tata Kelola Teknologi Informasi

### Information Technology Governance

Pupuk Kaltim terus melakukan pengembangan sistem Teknologi Informasi (TI) yang bertujuan untuk meningkatkan kinerja dan efisiensi operasional, memperkuat daya saing, dan merespons secara proaktif terhadap perubahan di lingkungan bisnis global. Dalam konteks visi Perusahaan untuk menjadi entitas kelas dunia dengan solusi inovatif di bidang agribisnis dan kimia, pengembangan TI yang adaptif dan berkelanjutan menjadi esensial yang mencakup berbagai aspek, termasuk adaptasi terhadap teknologi terbaru, implementasi sistem yang inovatif, dan pelibatan karyawan dalam mengusulkan ide-ide baru. Hal ini bukan hanya sekadar langkah strategis, tetapi juga suatu keharusan untuk memastikan Perusahaan terus menjadi pelaku utama dalam industri agribisnis dan kimia.

#### DASAR ACUAN

Penerapan tata kelola TI di lingkungan Pupuk Kaltim mengacu pada sejumlah regulasi, antara lain:

1. Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tanggal 3 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN.
2. Peraturan Menteri BUMN RI No. PER-02/MBU/2018 tanggal 12 Februari 2018 tentang Prinsip Tata Kelola Teknologi Informasi Kementerian BUMN.
3. Surat Keputusan Menteri BUMN No. S-562/MBU/DSI/10/2024 tentang Kerangka Kerja Penilaian Penyelenggaraan Teknologi Informasi BUMN.
4. Surat Menteri BUMN RI No. S-122/MBU/DSI/05/2021 tentang Pedoman Pelaksanaan *Assessment IT Maturity Level* BUMN Kebijakan Teknologi Informasi.
5. Pedoman Strategis Teknologi Informasi Pupuk Indonesia No. PI-TIN-PD-001 tanggal 10 Desember 2020.
6. Surat Keputusan Menteri No. SK-190/MBU/07/2024 tentang Petunjuk Teknis Pelaporan, Audit, dan Penilaian Penyelenggaraan Teknologi Informasi BUMN.

#### KEBIJAKAN

Pupuk Kaltim mengakui peran strategis teknologi informasi dalam meningkatkan daya saing, terutama di era industri 4.0 yang menuntut adaptasi cepat. Pemanfaatan perkembangan teknologi informasi bukan hanya sebagai alat untuk bersaing di tingkat regional dan global, tetapi juga sebagai jawaban terhadap tantangan keamanan informasi yang semakin kompleks. Dalam upaya memastikan bahwa data dan informasi Perusahaan dikelola dengan baik dan aman, Pupuk Kaltim berkomitmen kuat untuk menerapkan Sistem Manajemen Keamanan Informasi (SMKI) yang tertuang pada Kebijakan Sistem Manajemen Keamanan Informasi

Pupuk Kaltim continues to enhance its Information Technology (IT) systems to improve performance and operational efficiency, strengthen competitiveness, and proactively respond to changes in the global business environment. Aligned with the Company's vision of becoming a world-class entity offering innovative solutions in agribusiness and chemicals, adaptive and sustainable IT development is essential. This encompasses various aspects, including the adoption of the latest technologies, implementation of innovative systems, and employee engagement in proposing new ideas. This approach is not merely a strategic initiative but a necessity to ensure the Company remains a key player in the agribusiness and chemical industries.

#### REGULATORY FRAMEWORK

The implementation of IT governance at Pupuk Kaltim adheres to several regulations, including:

1. Regulation of the Minister of State-Owned Enterprises (SOEs) No. PER-2/MBU/03/2023 dated March 3, 2023, on Guidelines for SOE Governance and Significant Corporate Activities.
2. Regulation of the Minister of SOEs No. PER-02/MBU/2018 dated February 12, 2018, on Principles of Information Technology Governance at the Ministry of SOEs.
3. Ministerial Decree No. S-562/MBU/DSI/10/2024 on the Framework for Assessing the Implementation of IT Governance in SOEs.
4. Ministerial Letter No. S-122/MBU/DSI/05/2021 on Guidelines for Implementing IT Maturity Level Assessments in SOEs.
5. Pupuk Indonesia's Strategic IT Guidelines No. PI-TIN-PD-001 dated December 10, 2020.
6. Ministerial Decree No. SK-190/MBU/07/2024 on Technical Guidelines for Reporting, Auditing, and Assessing IT Implementation in SOEs.

#### POLICY

Pupuk Kaltim recognizes the strategic role of information technology in increasing competitiveness, especially in the era of industry 4.0 which demands rapid adaptation. The use of information technology is not merely as a tool to compete at the regional and global levels, but also as the answer to respond the increasingly complex information security challenges. In an effort to ensure that the Company's data and information are managed properly and securely, Pupuk Kaltim is strongly committed to implementing an Information Security Management System (ISMS) as stated in the Information Security Management System Policy No. K-SMKI-01 dated January







No. K-SMKI-01 tanggal 22 Januari 2024 yang disahkan oleh Direktur Utama PT Pupuk Kaltim.

Komitmen ini mencakup langkah-langkah konkret untuk menghadapi tantangan keamanan informasi, dengan fokus pada:

1. Menerapkan tata kelola keamanan informasi dalam meningkatkan serta menyediakan informasi yang handal dengan berorientasi pada tercapainya tujuan dan sasaran Perusahaan.
2. Mengembangkan dan memperkuat manajemen keamanan informasi yang mampu menunjang pengambilan keputusan secara cepat, akurat, dan berkualitas.
3. Menyediakan sumber daya yang memadai untuk mencapai tujuan dan sasaran kebijakan ini.
4. Memastikan kepatuhan terhadap peraturan dan regulasi keamanan informasi yang berlaku dan dilakukan secara menyeluruh.
5. Melakukan upaya-upaya perbaikan secara berkesinambungan melalui penerapan teknologi terbaru yang berkaitan dengan sistem manajemen keamanan informasi.

Dalam rangka implementasi keamanan informasi, Pupuk Kaltim menetapkan Surat Keputusan Direksi (SKD) No. 36/DIR/VI/22 tentang Struktur Tata Kelola Sistem Manajemen Keamanan Informasi Berbasis SNI ISO 27001, dengan Direksi bertindak sebagai Manajemen Puncak yang bertanggung jawab pada pelaksanaan Sistem Manajemen Keamanan Informasi di Pupuk Kaltim.

Pada 2024, Pupuk Kaltim melaksanakan *assessment Cyber Security Maturity (CSM)* yang dilakukan oleh Badan Siber dan Sandi Negara (BSSN). *Assessment* ini bertujuan untuk mengetahui tingkat kematangan keamanan siber di Pupuk Kaltim untuk memberikan gambaran untuk mengetahui kekuatan dan kelemahan yang perlu ditingkatkan pada setiap aspek keamanan siber sehingga Pupuk Kaltim dapat menindaklanjuti perbaikan yang direkomendasikan baik secara internal maupun dengan bekerja sama dengan BSSN untuk menyusun strategi peningkatan kematangan keamanan siber (*Cyber Security Maturity*) dengan lebih efektif dan tepat sasaran.

Berdasarkan hasil penilaian CSM Pupuk Kaltim yang telah dilakukan, diperoleh hasil dengan *total score* indeks kematangan 3,92 yang berada Level 4 (Implementasi Terkelola) dari skala 5, yang dapat diartikan bahwa secara umum penerapan keamanan siber di Pupuk Kaltim telah terorganisir dengan baik. Adapun salah satu tindak lanjut hasil *assessment* yang telah dilakukan adalah dengan menetapkan Tim Tanggap Insiden Siber (Tim TIS) atau *Computer Security Incident Response Team (CSIRT)* Pupuk Kaltim dalam Surat Keputusan Direksi (SKD) yang saat ini dalam proses pengesahan oleh direksi. Adapun

22, 2024, which was approved by the President Director of PT Pupuk Kaltim.

This commitment includes concrete steps to face information security challenges, with a focus on:

1. Implementing information security governance in improving and providing reliable information oriented towards achieving the Company's goals and objectives.
2. Developing and strengthening information security management that is able to support fast, accurate, and quality decision making.
3. Providing adequate resources to achieve the goals and objectives of this policy.
4. Ensure compliance with applicable information security rules and regulations and are carried out comprehensively.
5. Make continuous improvement efforts through the application of the latest technology related to the information security management system.

In order to implement information security, Pupuk Kaltim established the Board of Directors Decree (SKD) No. 36/DIR/VI/22 on the Governance Structure of Information Security Management System Based on SNI ISO 27001, in which the Board of Directors acts as Top Management responsible for the implementation of Information Security Management System in Pupuk Kaltim.

In 2024, Pupuk Kaltim will conduct a *Cyber Security Maturity (CSM)* assessment conducted by the National Cyber and Crypto Agency (BSSN). This assessment aims to determine the level of cyber security maturity at Pupuk Kaltim to provide an overview of the strengths and weaknesses that need to be improved in each aspect of cyber security so that Pupuk Kaltim can follow up on the recommended improvements both internally and by collaborating with BSSN to develop a strategy to improve cyber security maturity (*Cyber Security Maturity*) more effectively and on target.

Based on the results of Pupuk Kaltim CSM assessment that has been carried out, the results obtained with a total maturity index score of 3.92 which is Level 4 (Managed Implementation) out of a scale of 5, which can be interpreted that in general the implementation of cyber security in Pupuk Kaltim has been well organized. One of the follow-ups to the assessment results that have been carried out is to establish Pupuk Kaltim's Cyber Incident Response Team (TIS Team) or Computer Security Incident Response Team (CSIRT) in a Board of Directors Decree (SKD) which is currently in the process of being approved



tujuan dibentuknya Tim Tanggap Insiden Siber (Tim TIS) adalah untuk menyediakan tim *dedicated* untuk menerima laporan kejadian insiden siber serta melakukan koordinasi atas insiden siber terkait penanggulangan dan pemulihan insiden secara cepat dan tepat di Pupuk Kaltim. Adapun Tim Tanggap Insiden Siber Pupuk Kaltim telah menyediakan *Point of Contact* (POC) berupa *e-mail*, nomor telepon, dan Whatsapp sebagai media pelaporan insiden siber.

Pengelolaan risiko terkait keamanan informasi telah diturunkan ke seluruh unit kerja di Pupuk Kaltim yang telah diidentifikasi pada sistem aplikasi Sistem Manajemen Risiko (SIMERI) dan dilakukan monitoring setiap tiga bulan.

Selain itu, pengelolaan keamanan informasi di perusahaan ditetapkan pada KPI Unit Kerja Teknologi Informasi pada *item Zero Insiden Keamanan Informasi & Zero Disaster TI* dengan target 0 dan realisasi 0 pada tahun 2024.

### DISASTER RECOVERY PLAN (DRP)

Dalam rangka mempertahankan kelangsungan bisnis dan operasional Pupuk Kaltim ketika timbul bencana atau gangguan, maka Pupuk Kaltim menyusun prosedur Pelaksanaan Tanggap Darurat Bencana Teknologi Informasi sebagai panduan dalam melaksanakan pemulihan layanan IT kritis yang terdampak terhadap bencana yang timbul. Adapun DRP ini merupakan bagian dari implementasi *Business Continuity Management* (BCM) Pupuk Kaltim, namun berfokus pada pemulihan layanan IT kritis.

Pada prosedur yang telah disusun, ditetapkan bahwa pelaksanaan simulasi DRP dilaksanakan setiap tahun sekali. Pada September 2024 telah dilaksanakan simulasi tanggap darurat TI untuk mengevaluasi kesesuaian waktu pemulihan atau *Recovery Time Objective* (RTO) yang telah ditetapkan dengan hasil waktu pemulihan pada saat pelaksanaan simulasi.

### PENGENDALIAN KETAHANAN DAN KEAMANAN SIBER

Pupuk Kaltim senantiasa berupaya untuk melakukan pengelolaan dan pengembangan sistem TI sesuai dengan prinsip utama keamanan informasi, yang meliputi kerahasiaan (*confidentiality*), keutuhan (*integrity*), ketersediaan (*availability*). Pupuk Kaltim memastikan keamanan siber sistem TI Perusahaan terhadap serangan siber dengan upaya sebagai berikut:

1. Membuat perencanaan keamanan informasi dengan melakukan identifikasi aset informasi, kerentanan ancaman, dan rencana penanganan risikonya;
2. Menyediakan fasilitas, prasarana, dan infrastruktur yang mendukung keamanan data dan informasi Perusahaan, seperti ruang *Data Center* dengan akses terbatas sebagai pusat penyimpanan data, gedung

by the board of directors. The purpose of establishing the Cyber Incident Response Team (TIS Team) is to provide a dedicated team to receive reports of cyber incidents and coordinate cyber incidents related to rapid and appropriate incident mitigation and recovery at Pupuk Kaltim. Pupuk Kaltim Cyber Incident Response Team has provided Point of Contact (POC) in the form of e-mail, telephone number, and Whatsapp as a medium for reporting cyber incidents.

Information security-related risk management has been passed down to all work units at Pupuk Kaltim that have been identified in the Risk Management System (SIMERI) application system and monitored every three months.

In addition, information security management in the company is set in the KPI of the Information Technology Work Unit in the item Zero Information Security Incidents & Zero IT Disasters with a target of 0 and realization of 0 in 2024.

### DISASTER RECOVERY PLAN (DRP)

To ensure the continuity of Pupuk Kaltim's business and operations in the event a disaster or disruption occurs, Pupuk Kaltim has prepared a procedure for handling Information Technology Disaster, a guide in implementing the recovery of critical IT services affected by the disaster that occurs. The DRP is part of the implementation of Pupuk Kaltim's Business Continuity Management (BCM), but focuses on the recovery of critical IT services.

The procedures stipulates that the DRP simulation shall be carried out once a year. In September 2024, an IT emergency response simulation was carried out to evaluate the suitability of the recovery time or Recovery Time Objective (RTO) that had been set with the results of the recovery time at the time of the simulation.

### CYBERSECURITY AND RESILIENCE CONTROL

Pupuk Kaltim strives to manage and develop its IT systems in accordance with the main principles of information security, which include confidentiality, integrity, and availability. Pupuk Kaltim ensures the cybersecurity of the Company's IT systems against cyber attacks with the following efforts:

1. Creating information security planning by identifying information assets, threat vulnerabilities, and risk management plans;
2. Providing facilities, infrastructure, and facilities that support the security of the Company's data and information, such as a Data Center room with limited access as a data storage center, a Disaster Recovery





*Disaster Recovery Center (DRC)* sebagai penyimpanan *backup data center* yang difungsikan ketika terjadi bencana;

3. Melakukan *renewal* lisensi terkait keamanan informasi, seperti lisensi keamanan jaringan (*firewall*), lisensi anti *spam*, lisensi *antivirus*, dan lisensi perangkat *backup*;
4. Melakukan *penetration test/vulnerability assessment* setiap tahun oleh pihak ketiga untuk mengevaluasi celah keamanan informasi terhadap sistem aplikasi di Pupuk Kaltim;
5. Menerapkan *Secure Socket Layer (SSL)* untuk melakukan enkripsi agar data tidak dapat diakses oleh pihak yang tidak berwenang;
6. Melakukan sosialisasi dan imbauan ke seluruh karyawan terkait tindakan pencegahan *cyber security* secara rutin;
7. Melakukan kegiatan *preventive maintenance* pada perangkat infrastruktur TI;
8. Menyediakan mekanisme yang mengatur proses *backup* dan *restore data*;
9. Menyusun dokumen *Disaster Recovery Plan (DRP)* dan melakukan simulasi *DRP*.
10. Melakukan *assessment Cyber Security Maturity (CSM)* oleh Badan Siber dan Sandi Negara (BSSN).

Perusahaan berkomitmen untuk terus mengembangkan ketahanan dan keamanan siber dalam rangka memperkuat sistem dan layanan TI Pupuk Kaltim untuk menjamin keberlanjutan bisnis Perusahaan dari ancaman *cyber crime*. Upaya ini secara konsisten dilakukan seiring dengan arah perkembangan bisnis Perusahaan, serta tim pengelola TI Perusahaan senantiasa melaporkan kepada Direksi terkait, untuk memastikan semua risiko utama terkait keamanan siber telah diidentifikasi serta dikelola dengan baik.

## STRUKTUR PENGELOLA TEKNOLOGI INFORMASI

Teknologi informasi di Pupuk Kaltim dikelola secara terpusat melalui perusahaan induk, yaitu PT Pupuk Indonesia (Persero). Pendekatan ini dilakukan secara struktural dengan tujuan utama memastikan kelompok usaha di bawah naungan Pupuk Indonesia dapat berkembang dan tanggap terhadap tantangan bisnis yang terus berubah. Dengan mengadopsi struktur organisasi terpusat, Perusahaan dapat meraih sejumlah keuntungan. Hal ini mencakup pengelolaan yang lebih efisien, pertukaran informasi yang lebih lancar, dan kemampuan untuk bersinergi dalam menghadapi dinamika bisnis yang semakin kompleks. Pendekatan ini tidak hanya mendukung perkembangan teknologi informasi, tetapi juga meningkatkan daya saing Perusahaan di tengah-tengah pasar yang terus berkembang.

Center (DRC) building as a data center backup storage that functions when a disaster occurs;

3. Renewing licenses related to information security, such as network security licenses (firewalls), anti-spam licenses, antivirus licenses, and backup device licenses;
4. Conduct *penetration test/vulnerability assessment* every year by a third party to evaluate information security gaps in application systems at Pupuk Kaltim;
5. Implementing *Secure Socket Layer (SSL)* to encrypt data so that data cannot be accessed by unauthorized parties;
6. Conducting socialization and appeals to all employees regarding *cyber security* precautions on a regular basis;
7. Conducting preventive maintenance activities on IT infrastructure devices;
8. Providing a mechanism that regulates the data backup and restore process;
9. Compiling *Disaster Recovery Plan (DRP)* documents and conducting *DRP* simulations.
10. Conducting *Cyber Security Maturity (CSM)* assessment by the National Cyber and Crypto Agency (BSSN).

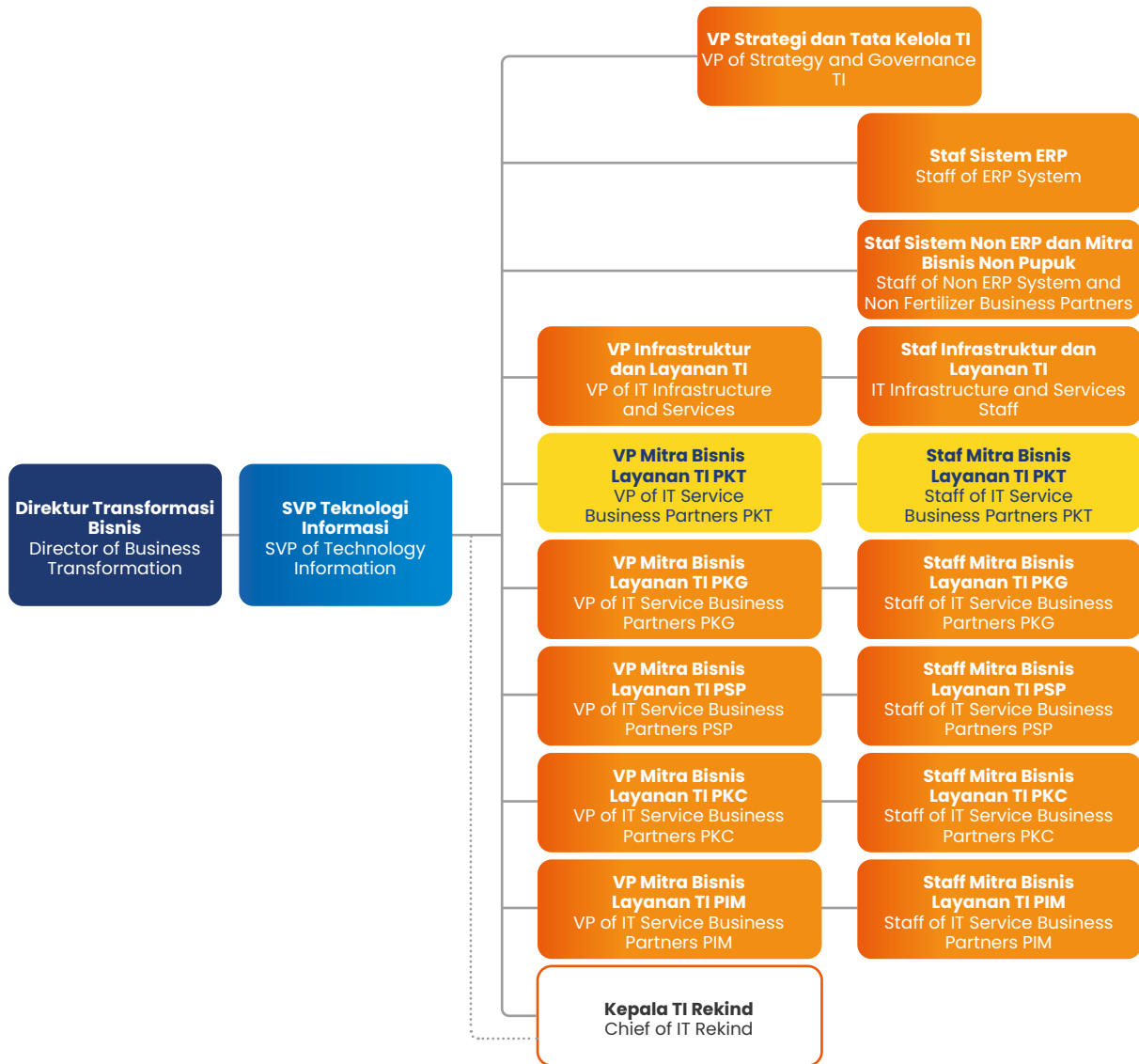
The Company is committed to continuously developing cyber resilience and security in order to strengthen Pupuk Kaltim's IT systems and services to ensure the sustainability of the Company's business from cyber crime threats. This effort is consistently carried out in line with the direction of the Company's business development, and the Company's IT management team always reports to the relevant Board of Directors, to ensure that all major risks related to cyber security have been identified and managed properly.

## INFORMATION TECHNOLOGY MANAGEMENT STRUCTURE

Information technology at Pupuk Kaltim is centrally managed through its parent company, PT Pupuk Indonesia (Persero). This structural approach is implemented with the primary objective of ensuring that the business group under Pupuk Indonesia can grow and remain responsive to the ever-evolving business challenges. By adopting a centralized organizational structure, the Company gains several advantages, including more efficient management, smoother information exchange, and enhanced synergy in navigating increasingly complex business dynamics. This approach not only supports the advancement of information technology but also strengthens the Company's competitiveness in an ever-evolving market.

### Struktur Organisasi Kompartemen Teknologi Informasi Direktorat Transformasi Bisnis Entitas Induk, PT Pupuk Indonesia (Persero)

Organizational Structure of Information Technology Compartment of Business Transformation Directorate of Parent Entity, PT Pupuk Indonesia (Persero)



Secara internal, Pupuk Kaltim juga memiliki organisasi yang mengelola TI. Pada tahun 2024, terdapat perubahan Struktur Organisasi Departemen Teknologi Informasi yang disahkan melalui Surat Keputusan Direksi No. 55/DIR/X.24 tanggal 25 Oktober 2024. TI Pupuk Kaltim memiliki beberapa fungsi sebagaimana terlihat pada struktur organisasi di bawah ini.

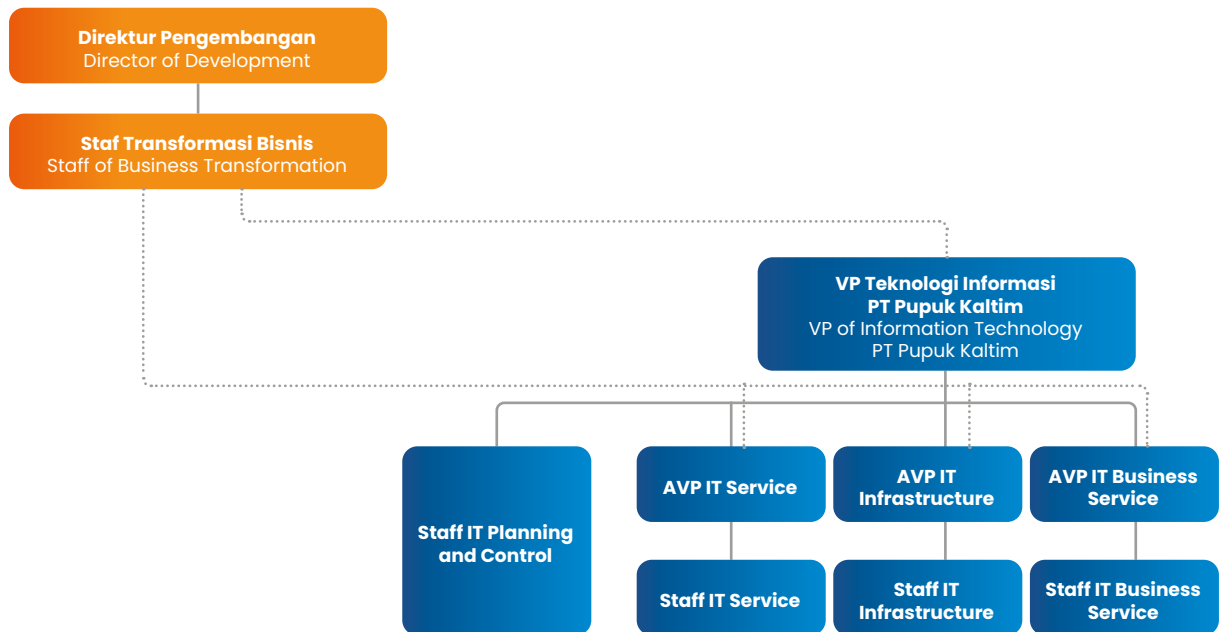
Internally, Pupuk Kaltim also has an organization dedicated to managing Information Technology (IT). In 2024, there was a structural change in the IT Department, formalized through the Board of Directors Decree No. 55/DIR/X.24 dated October 25, 2024. The IT function at Pupuk Kaltim encompasses several key roles, as reflected in the organizational structure outlined below.





## Struktur Organisasi Departemen Teknologi Informasi Pupuk Kaltim

Organizational Structure of the Information Technology Department of Pupuk Kaltim



## SISTEM MANAJEMEN BERBASIS TEKNOLOGI INFORMASI

Pupuk Kaltim mengimplementasikan Sistem Manajemen Keamanan Informasi berbasis ISO 27001:2013. Sistem ini difokuskan pada pengelolaan kerahasiaan, keutuhan, dan ketersediaan informasi melalui penerapan manajemen risiko. Dengan demikian, Perusahaan memberikan keyakinan kepada semua pihak bahwa risiko terkait keamanan informasi dikelola secara efektif.

Pupuk Kaltim meraih sertifikasi ISO 27001:2013 pada 22 November 2021 dan berhasil mempertahankan sertifikasi tersebut melalui audit *surveilans* pada tahun 2022 dan 2023. Masa berlaku sertifikasi ISO 27001:2013 berakhir pada 22 November 2024, untuk mendapatkan kembali sertifikasi ISO 27001 Pupuk Kaltim sepanjang tahun 2024 melakukan migrasi sertifikasi ISO 27001:2013 ke ISO 27001:2022. Adapun proses audit sertifikasi ISO 27001:2022 dilaksanakan dalam 2 (dua) tahap pada akhir tahun 2024.

Salah satu tahapan dalam pelaksanaan sertifikasi ISO 27001:2022 adalah melaksanakan audit internal ISO 27001:2022 oleh tim Sistem Manajemen Keamanan Informasi (SMKI) yang telah dilaksanakan pada 14–15 Oktober 2024 yang bertujuan untuk menganalisis *gap* dan menindaklanjutinya sebelum dilakukan audit eksternal untuk mendapatkan sertifikasi ISO 27001:2022.

## INFORMATION TECHNOLOGY-BASED MANAGEMENT SYSTEM

Pupuk Kaltim implements an Information Security Management System based on ISO 27001:2013. This system focuses on managing the confidentiality, integrity, and availability of information through the implementation of risk management. Thus, the Company provides assurance to all parties that risks related to information security are managed effectively.

Pupuk Kaltim obtained ISO 27001:2013 certification on November 22, 2021 and successfully maintained the certification through surveillance audits in 2022 and 2023. The validity period of ISO 27001:2013 certification ends on November 22, 2024, to regain ISO 27001 certification, Pupuk Kaltim throughout 2024 migrated ISO 27001:2013 certification to ISO 27001:2022. The ISO 27001:2022 certification audit process is carried out in 2 (two) stages at the end of 2024.

One of the stages in the implementation of ISO 27001: 2022 certification is carrying out an internal audit of ISO 27001: 2022 by the Information Security Management System (ISMS) team which was carried out on October 14–15, 2024 which aims to analyze gaps and follow up before an external audit is carried out to obtain ISO 27001: 2022 certification.



Sertifikasi ini menjadi bukti komitmen Perusahaan dalam menjaga keamanan informasi secara berkelanjutan, memberikan landasan kuat untuk operasional yang terpercaya dan sesuai dengan standar internasional yang diakui.

This certification is proof of the Company's commitment to maintaining information security in a sustainable manner, providing a strong foundation for trusted operations and in accordance with recognized international standards.

### INVESTASI TEKNOLOGI INFORMASI

Pada tahun 2024, Pupuk Kaltim mengalokasikan investasi pengembangan TI sebesar Rp23,5 miliar, yang difokuskan pada berbagai kebutuhan di antaranya Peningkatan Kualitas dan Keamanan *Database Server*, Peningkatan Kualitas *Cabling Data Center*, *Distribution Switch Enhancement*, Regenerasi *Fiber Optic*, Peningkatan Kapasitas DRC, dan Peningkatan *Switch Data Center* dan DRC.

### INFORMATION TECHNOLOGY INVESTMENT

In 2024, Pupuk Kaltim allocated an IT development investment of Rp23.5 billion, which is focused on various needs including Improving the Quality and Security of Database Servers, Improving the Quality of Data Center Cabling, Distribution Switch Enhancement, Fiber Optic Regeneration, Increasing DRC Capacity, and Improving Data Center and DRC Switches.

### PENCAPAIAN KINERJA TEKNOLOGI INFORMASI TAHUN 2024

Di bawah ini merangkum pencapaian Perusahaan dalam pengelolaan TI selama tahun 2024.

### ACHIEVEMENT OF INFORMATION TECHNOLOGY PERFORMANCE IN 2024

The following summarizes the Company's achievements in IT management during 2024.

#### Pencapaian Kinerja Sistem Aplikasi TI Tahun 2024

IT Application System Performance Achievement in 2024

| No. | Sistem Aplikasi                                                       | Application System                                                        |
|-----|-----------------------------------------------------------------------|---------------------------------------------------------------------------|
| 1   | Sistem Aplikasi <i>Integrated Reliability Issue Management</i> (iRIM) | Integrated Reliability Issue Management (iRIM) Application System         |
| 2   | <i>Virtual Reality</i> (VR) <i>Chemical Handling</i>                  | Virtual Reality (VR) Chemical Handling                                    |
| 3   | <i>Virtual Reality</i> (VR) <i>Working in Height</i>                  | Virtual Reality (VR) Working in Height                                    |
| 4   | <i>Augmented Reality</i> (AR) Pemeliharaan Peralatan Kritis Pabrik 1A | Augmented Reality (AR) Critical Equipment Maintenance Factory 1A          |
| 5   | <i>Augmented Reality</i> (AR) Pemeliharaan Peralatan Kritis Pabrik 4  | Augmented Reality (AR) Critical Equipment Maintenance Factory 4           |
| 6   | Sistem Aplikasi <i>Equipment Criticality Analysis</i> (ECA)           | Equipment Criticality Analysis (ECA) Application System                   |
| 7   | Sistem Aplikasi <i>Integrated Production Document Portal</i>          | Integrated Production Document Portal Application System                  |
| 8   | Sistem Aplikasi Monitoring Kinerja Anak Perusahaan (e-Moka) R/2       | Subsidiary Company Performance Monitoring (e-Moka) Application System R/2 |

#### Pencapaian Kinerja Infrastruktur TI Tahun 2024

IT Infrastructure Performance Achievement in 2024

| No. | Sistem Aplikasi                                          | Application System                               |
|-----|----------------------------------------------------------|--------------------------------------------------|
| 1   | Peningkatan Kualitas dan Keamanan <i>Database Server</i> | Database Server Quality and Security Improvement |
| 2   | Peningkatan Kualitas <i>Cabling Data Center</i>          | Data Center Cabling Quality Improvement          |
| 3   | <i>Distribution Switch Enhancement</i>                   | Distribution Switch Enhancement                  |
| 4   | Regenerasi <i>Fiber Optic</i>                            | Fiber Optic Regeneration                         |
| 5   | Peningkatan Kapasitas DRC                                | DRC Capacity Improvement                         |
| 6   | Peningkatan <i>Switch Data Center</i> dan DRC            | Data Center and DRC Switch Improvement           |





## METODOLOGI PENILAIAN TATA KELOLA TEKNOLOGI INFORMASI

Penilaian tata kelola Teknologi Informasi (TI) di Pupuk Kaltim pada tahun 2024 merujuk pada Surat Menteri BUMN RI No. S-122/MBU/DSI/05/2021 tentang Pedoman Pelaksanaan *Assessment IT Maturity Level* BUMN. Pedoman ini mengadopsi *framework* COBIT 2019 sebagai landasan untuk mengukur tingkat kematangan Teknologi Informasi dengan target yang telah ditetapkan pada Level 3. Evaluasi menggunakan COBIT 2019 tidak hanya untuk menilai tingkat kematangan TI, tetapi juga untuk mengevaluasi penerapan tata kelola TI di Pupuk Kaltim. Dengan menggunakan kerangka kerja ini, Perusahaan dapat memastikan bahwa praktik tata kelola TI terintegrasi dan sesuai dengan standar yang telah ditetapkan. Sehingga, peningkatan terus-menerus dapat dilakukan untuk mencapai tingkat kematangan yang diinginkan sesuai dengan target yang telah ditetapkan. Pendekatan ini memberikan landasan yang kokoh untuk mengelola dan meningkatkan efektivitas sistem TI Perusahaan.

Selain itu, penilaian tata kelola TI juga dilakukan dalam rangka pemenuhan terhadap Peraturan Menteri BUMN No. PER-2/MBU/03/2023 Tahun 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN.

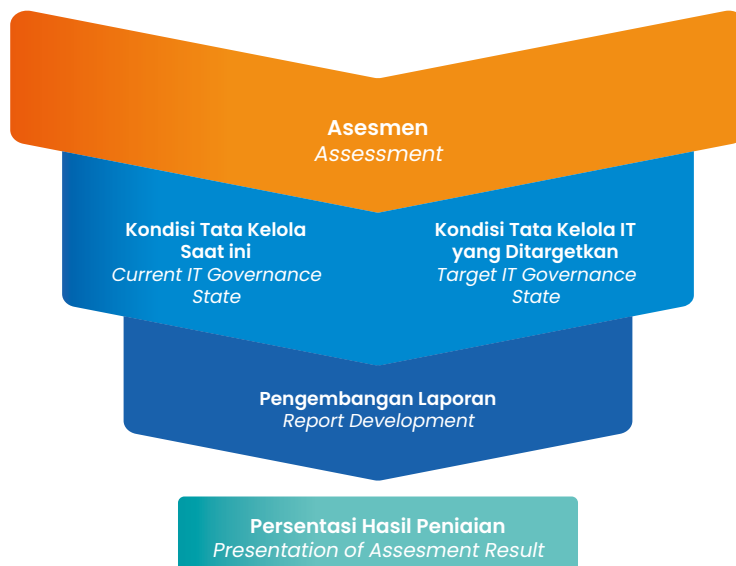
## METHODOLOGY FOR THE ASSESSMENT OF INFORMATION TECHNOLOGY GOVERNANCE

The assessment of Information Technology (IT) governance at Pupuk Kaltim in 2024 refers to the Letter of the Minister of SOEs of the Republic of Indonesia No. S-122/MBU/DSI/05/2021 concerning Guidelines for the Implementation of the BUMN IT Maturity Level Assessment. This guideline adopts the COBIT 2019 framework as a basis for measuring the level of Information Technology maturity with the target set at Level 3. The evaluation using COBIT 2019 is not only to assess the level of IT maturity, but also to evaluate the implementation of IT governance at Pupuk Kaltim. By using this framework, the Company can ensure that IT governance practices are integrated and in accordance with established standards. Thus, continuous improvement can be carried out to achieve the desired level of maturity in accordance with the targets that have been set. This approach provides a solid foundation for managing and improving the effectiveness of the Company's IT systems.

In addition, IT governance assessments are also carried out in order to comply with the Regulation of the Minister of SOEs No. PER-2/MBU/03/2023 of 2023 concerning Guidelines for Governance and Significant Corporate Activities of SOEs.

### Kerangka Penilaian Tata Kelola Teknologi Informasi

Information Technology Governance Assessment Framework



## TINGKAT KEMATANGAN TATA KELOLA TEKNOLOGI INFORMASI

Pada bulan September 2024, Perusahaan telah menjalani asesmen tingkat kematangan Tata Kelola Teknologi Informasi (*IT Maturity Level*) oleh pihak eksternal melalui PT Pupuk Indonesia (Persero) sebagai entitas induk.

## INFORMATION TECHNOLOGY GOVERNANCE MATURITY LEVEL

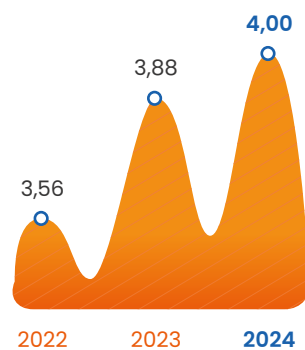
In September 2024, the Company underwent an assessment of the IT Maturity Level by an external party through PT Pupuk Indonesia (Persero) as the parent entity.

Asesmen dilakukan menggunakan *framework* COBIT 2019, dan hasilnya mencapai level 4 dari skala 5 (*Quantitative*) dari total 16 proses yang dinilai, yang artinya proses telah mencapai tujuannya, telah didefinisikan dengan baik, dan telah dilakukan pengukuran kinerja TI secara kuantitatif/terukur. Hasil ini memberikan gambaran detail tentang tingkat kematangan tata kelola TI Perusahaan, menunjukkan sejauh mana implementasi dan pengelolaan teknologi informasi telah terintegrasi dan dapat diukur.

The assessment was conducted using the COBIT 2019 framework, and the results reached level 4 on a scale of 5 (*Quantitative*) from a total of 16 assessed processes, which means that the process has achieved its objectives, has been well defined, and IT performance has been measured quantitatively/measurably. These results provide a detailed picture of the Company's IT governance maturity level, showing the extent to which the implementation and management of information technology have been integrated and can be measured.

### Tingkat Kematangan Tata Kelola TI 2022-2024

IT Governance Maturity Levels 2022-2024



### PENGHARGAAN DAN SERTIFIKASI TI

Perusahaan meraih berbagai penghargaan di tahun 2024 sebagai pengakuan atas prestasi dalam mengelola Teknologi Informasi. Capaian ini menegaskan komitmen Perusahaan dalam terus berinovasi dan menghadirkan solusi teknologi yang berdampak positif pada keseluruhan operasional Perusahaan. Berikut adalah penghargaan untuk Optimalisasi TI Pupuk Kaltim Tahun 2024:

- TKMPN meraih penghargaan *Diamond* untuk aplikasi:
  - Inspection Data Management System* (IDMS) yang digunakan untuk pembuatan *inspection report* dan PM & PdM Report.
  - Sistem Manajemen Laboratorium (SIMALA) yang digunakan untuk pengelolaan data hasil uji analisis Laboratorium Pupuk Kaltim.
  - iPortlog yang digunakan untuk mengelola pelabuhan terminal khusus dan stok di gudang produksi.
- TKMPN meraih penghargaan *Platinum* untuk aplikasi:
  - PKT Sehat (Rapor Kesehatan *Online*) yang digunakan untuk monitoring kesehatan karyawan.
  - Maintenance Strategy Information System* (MSIS) yang digunakan untuk mengelola *maintenance strategy Preventive* dan *Predictive Maintenance* di Pupuk Kaltim.
- Asian Pacific Quality Organization* (APQO) meraih penghargaan tertinggi predikat 4 Stars untuk aplikasi PKT Growth yang digunakan untuk memproyeksikan laba optimal.

### IT AWARDS AND CERTIFICATIONS

The Company won various awards in 2024 in recognition of its achievements in managing Information Technology. This achievement confirms the Company's commitment to continue to innovate and present technological solutions that have a positive impact on the Company's overall operations. The following are awards for Pupuk Kaltim's IT Optimization in 2024:

- TKMPN won the *Diamond* award for the application:
  - Inspection Data Management System* (IDMS) which is used to create inspection reports and PM & PdM Reports.
  - Laboratory Management System (SIMALA) which is used to manage data on the results of Pupuk Kaltim's laboratory analysis tests.
  - iPortlog which is used to manage special terminal ports and stock in production warehouses.
- TKMPN won the *Platinum* award for the application:
  - PKT Sehat (*Online Health Report*) which is used to monitor employee health.
  - Maintenance Strategy Information System* (MSIS) which is used to manage Preventive and Predictive Maintenance maintenance strategies at Pupuk Kaltim.
- The Asian Pacific Quality Organization (APQO) won the highest award with the predicate 4 Stars for the PKT Growth application which is used to project optimal profits.





4. APQO meraih penghargaan 3 Stars dan penghargaan *Best Productivity* untuk aplikasi PKT MASTER yang digunakan untuk manajemen dokumen perusahaan dan sistem manajemen terintegrasi.
5. *International Quality & Productivity Convention* (IQPC) meraih penghargaan *Excellent* untuk aplikasi *e-Permit* yang digunakan untuk pengajuan, persetujuan dan monitoring izin kerja (permit) baik untuk pekerjaan dalam pabrik maupun luar pabrik.
6. Penghargaan Rintisan Teknologi Industri (RINTEK) dari Kementerian Perindustrian RI untuk aplikasi PKT Growth.

4. APQO won the 3 Stars award and the Best Productivity award for the PKT MASTER application used for corporate document management and integrated management systems.
5. The International Quality & Productivity Convention (IQPC) won the Excellent award for the e-Permit application used for submission, approval and monitoring of work permits (permits) for both in-factory and out-of-factory work.
6. The Industrial Technology Pioneer Award (RINTEK) from the Indonesian Ministry of Industry for the PKT Growth application.

## SERTIFIKASI DI BIDANG TI

Dalam upaya mendukung kinerja di bidang Teknologi Informasi, sejumlah personel Perusahaan telah memperoleh sertifikasi. Hingga akhir tahun 2024, berikut adalah detail komposisi sertifikasi personel TI.

## IT CERTIFICATION

In an effort to support performance in the Information Technology sector, a number of Company personnel have obtained certification. Until the end of 2024, the following are the details of the composition of IT personnel certifications.

### Sertifikasi Personel TI

#### IT Personnel Certification

| No. | Serifikasi<br>Certification                                                        | Jumlah Karyawan<br>(orang)<br>Number of Employees<br>(person) |
|-----|------------------------------------------------------------------------------------|---------------------------------------------------------------|
| 1   | Information Technology Infrastructure Library (ITIL) Certification                 | 5                                                             |
| 2   | Cisco Certified Network Associate (CCNA) Certification                             | 3                                                             |
| 3   | Certified Ethical Hacker (CEH) Certification                                       | 2                                                             |
| 4   | Certified Big Data Analyst                                                         | 1                                                             |
| 5   | Certified Control Objectives for Information and Related Technologies (COBIT) 2019 | 6                                                             |
| 6   | Certified CompTIA Security+                                                        | 1                                                             |
| 7   | Certified Network Defender (CND)                                                   | 3                                                             |
| 8   | Certified Agile Scrum Foundation                                                   | 3                                                             |
| 9   | Certified Professional Scrum Master I                                              | 2                                                             |
| 10  | Certified Project Management Professional (PMP)                                    | 2                                                             |
| 11  | Entry Certificate Business Analysis (ECBA)                                         | 2                                                             |
| 12  | Certified Supply Chain Analyst (CSCA)                                              | 1                                                             |
| 13  | Certified Computer Hacking Forensic Investigator                                   | 1                                                             |
| 14  | MikroTik Certified Network Associate (MTCNA)                                       | 3                                                             |

## RENCANA TAHUN 2025

Pupuk Kaltim telah merancang *IT Master Plan* periode 2025–2029, yang selaras dengan *IT Master Plan* Pupuk Indonesia Grup. Program Kerja tahun 2025 telah terintegrasi dalam *IT Roadmap* yang menjadi acuan bagi pengembangan aplikasi dan infrastruktur sesuai dengan *IT Master Plan* tersebut. Rencana program strategis tahun 2025 adalah:

1. Pengembangan Sistem Aplikasi *Reliability Centered Spares* (RCS)  
Sistem aplikasi yang digunakan untuk mengelola *maintenance strategy Preventive* dan *Predictive Maintenance* di Pupuk Kaltim.

## PLAN FOR 2025

Pupuk Kaltim has designed an *IT Master Plan* for the period 2025–2029, which is in line with the *IT Master Plan* of Pupuk Indonesia Group. The 2025 Work Program has been integrated into the *IT Roadmap* which is a reference for application and infrastructure development in accordance with the *IT Master Plan*. The strategic program plan for 2025 is:

1. Development of *Reliability Centered Spares* (RCS)

**Application System** An application system used to manage *Preventive* and *Predictive Maintenance* strategies at Pupuk Kaltim.

2. Implementasi *Security Information and Event Management (SIEM) & Security Operation Center (SOC) Tools* dan *dedicated security team* yang dapat memonitor kondisi keamanan seluruh perangkat infrastruktur TI & Telkom dalam satu *dashboard*, sehingga tergambar kondisi keamanan sistem secara *realtime*.
2. Implementation of Security Information and Event Management (SIEM) & Security Operation Center (SOC) Tools and dedicated security team that can monitor the security condition of all IT & Telkom infrastructure devices in one dashboard, thus illustrating the condition of system security in real time.







# Tata Kelola Pengadaan Barang dan Jasa

## Procurement of Goods and Services Governance

Dalam penyelenggaraan pengadaan barang dan jasa, Pupuk Kaltim menerapkan Kode Etik Pemasok, diatur dalam Surat Keputusan Direksi No. 24/DIR/V.22, sebagai dasar hubungan kontraktual dengan semua pemasok, termasuk entitas anak perusahaan dan afiliasinya. Kode Etik ini berlaku secara umum dan mengharapkan komitmen serta upaya wajar dari pemasok untuk memastikan kepatuhan dan kepatuhan subkontraktornya terhadap prinsip-prinsip etika.

Tujuan Kode Etik Pemasok adalah memenuhi peraturan dan ketentuan terkait rantai pasok, sambil membentuk hubungan kerja sama yang adil dan transparan dengan semua pemasok dan pihak ketiga terkait.

### KEBIJAKAN

Pupuk Kaltim telah memiliki kebijakan pengadaan barang dan jasa yang menjadi landasan dalam pelaksanaan. Rinciannya adalah:

1. Prosedur Pengadaan Barang (P-TEKNIK-01) tanggal 11 April 2022;
2. Prosedur Pengadaan Jasa (P-TEKNIK-02) Rev 1 tanggal 6 September 2024;
3. Prosedur Pengadaan Jasa Distribusi dan Pemasaran (P-TEKNIK-14) 11 April 2022;
4. Prosedur Pengadaan Batu Bara (P-TEKNIK-08) tanggal 31 Desember 2024.

### PENGELOLA PENGADAAN BARANG DAN JASA

Pelaksanaan serta realisasi kegiatan pengadaan barang dan jasa di Perusahaan dilaksanakan oleh 3 (tiga) Departemen, yaitu Departemen Pengadaan Barang, Departemen Pengadaan Jasa, dan Departemen Perencanaan, Penerimaan & Pergudangan. Ketiga unit kerja tersebut berada di bawah koordinasi Kompartemen Teknik sampai dengan 31 Oktober 2024 dan terdapat perubahan struktur organisasi sesuai SK Direksi No. 55/DIR/X/24 menjadi Kompartemen Rantai Pasok mulai 1 November 2024.

### METODE PENGADAAN BARANG DAN JASA

Pelaksanaan pengadaan barang dan jasa di lingkungan Perusahaan memiliki 5 (lima) metode. Penjelasan masing-masing metode tersebut diuraikan melalui tabel di bawah ini.

In the procurement of goods and services, Pupuk Kaltim applies the Supplier Code of Ethics, stipulated in the Decree of the Board of Directors No. 24/DIR/V.22, as the basis for contractual relations with all suppliers, including subsidiaries and affiliates. This Code of Ethics applies generally and expects commitment and reasonable efforts from suppliers to ensure compliance and compliance of their subcontractors with ethical principles.

The purpose of the Supplier Code of Ethics is to comply with the rules and regulations related to the supply chain, while forming a fair and transparent cooperative relationship with all suppliers and related third parties.

### POLICY

Pupuk Kaltim has a procurement policy for goods and services that is the basis for implementation. The details are:

1. Procurement Procedure for Goods (P-TEKNIK-01) dated April 11, 2022;
2. Procurement Procedure for Services (P-TEKNIK-02) Rev 1 dated September 6, 2024;
3. Distribution and Marketing Service Procurement Procedure (P-TEKNIK-14) April 11, 2022; and
4. Coal Procurement Procedure (P-TEKNIK-17) dated December 31, 2024.

### GOODS AND SERVICES PROCUREMENT MANAGER

The implementation and realization of goods and services procurement activities in the Company are carried out by 3 (three) Departments, namely the Goods Procurement Department, the Services Procurement Department, and the Planning, Receiving & Warehousing Department. The three work units are under the coordination of the Engineering Compartment until October 31, 2024 and there is a change in the organizational structure according to the Board of Directors' Decree No. 55/DIR/X/24 to the Supply Chain Compartment starting November 1, 2024.

### GOODS AND SERVICES PROCUREMENT METHOD

The implementation of goods and services procurement in the Company has 5 (five) methods. The explanation of each method is described in the table below.

## Pengadaan Barang

### Procurement of goods

| Jenis Pengadaan<br>Procurement Type       | Uraian                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Tender Umum<br>Public Tender              | <ul style="list-style-type: none"> <li>Metode ini diterapkan untuk kategori barang umum dengan batasan nilai pengadaan tertentu dan persyaratan kuorum harus dipenuhi.</li> <li>Dalam penerapannya, Perusahaan mengumumkan secara luas melalui media massa atau media elektronik (<i>website</i> atau <i>e-procurement</i>).</li> </ul>                                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>This method is applied to general goods categories with certain procurement value limits and quorum requirements must be met.</li> <li>In its implementation, the Company announces widely through mass media or electronic media (<i>website</i> or <i>e-procurement</i>).</li> </ul>                                                                                                                                                                                                                                                                                       |
| Tender Terbatas<br>Limited Tender         | <ul style="list-style-type: none"> <li>Metode pemilihan penyedia barang yang diterapkan untuk pengadaan barang yang bersifat kompleks dan memiliki batasan nilai pengadaan tertentu, di mana jumlah calon penyedia barang yang diyakini memenuhi kualifikasi relatif terbatas.</li> <li>Dalam pelaksanaannya, Perusahaan mengundang calon penyedia barang yang terdaftar dalam <i>database</i> rekanan Perusahaan atau daftar penyedia mampu, dengan ketentuan terdapat minimal jumlah penawaran yang masuk atau lolos dari para penyedia.</li> </ul>                                                                                                                               | <ul style="list-style-type: none"> <li>The method of selecting goods providers applied to the procurement of goods that are complex and have a certain procurement value limit, where the number of prospective goods providers who are believed to meet the qualifications is relatively limited.</li> <li>In its implementation, the Company invites prospective goods providers registered in the Company's partner database or list of capable providers, provided that there is a minimum number of bids submitted or passed from the providers.</li> </ul>                                                    |
| Pemilihan Langsung<br>Direct Selection    | <ul style="list-style-type: none"> <li>Metode ini diterapkan untuk pengadaan barang dengan batasan nilai tertentu dan diikuti penyedia barang dengan minimal jumlah tertentu. Metode ini juga dapat dilaksanakan apabila metode tender telah 2 (dua) kali dilakukan namun ketentuan dan syarat tidak terpenuhi.</li> <li>Dalam pelaksanaannya, Perusahaan mengundang beberapa Penyedia Barang yang memenuhi kualifikasi dan terdaftar dalam <i>Database</i> rekanan Perusahaan.</li> </ul>                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>This method is applied to the procurement of goods with certain value limits and is followed by goods providers with a minimum number. This method can also be implemented if the tender method has been carried out 2 (two) times but the terms and conditions are not fulfilled.</li> <li>In its implementation, the Company invites several Goods Providers who meet the qualifications and are registered in the Company's Partner Database.</li> </ul>                                                                                                                  |
| Penunjukan Langsung<br>Direct Appointment | <ul style="list-style-type: none"> <li>Metode ini diterapkan dengan mempertimbangkan sejumlah kondisi, di antaranya kebutuhan yang bersifat darurat (<i>emergency</i>), mendesak (<i>urgent</i>), barang yang memerlukan teknologi khusus atau <i>Original Equipment Manufacturer</i> (OEM), serta beberapa kriteria lainnya.</li> <li>Dalam pelaksanaannya, Perusahaan menunjuk langsung 1 (satu) Penyedia Barang yang dinilai mampu melaksanakan pekerjaan. Perusahaan akan membandingkan penawaran dengan Harga Perkiraan Sendiri (HPS), kemudian dilakukan negosiasi komersial, sehingga diperoleh harga yang wajar dan efisien dengan tetap mengedepankan kualitas.</li> </ul> | <ul style="list-style-type: none"> <li>This method is applied by considering a number of conditions, including emergency needs, urgent needs, goods that require special technology or Original Equipment Manufacturer (OEM), and several other criteria.</li> <li>In its implementation, the Company directly appoints 1 (one) Goods Providers who are considered capable of carrying out the work. The Company will compare the offer with the Own Estimated Price (HPS), then conduct commercial negotiations, so that a reasonable and efficient price is obtained while still prioritizing quality.</li> </ul> |
| Pengadaan Langsung<br>Direct Procurement  | <ul style="list-style-type: none"> <li>Metode ini diterapkan terhadap barang yang terdapat di pasar dengan batasan nilai tertentu.</li> <li>Dalam pelaksanaan metode Pengadaan Langsung, barang yang dibeli harus disertai tanda bukti pembelian dan kwitansi. Penerimaan barang dengan metode Pengadaan Langsung dibuktikan dengan penerbitan dokumen <i>Material Issued Request</i> (MIR).</li> </ul>                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>This method is applied to goods available on the market with certain value limits.</li> <li>In implementing the Direct Procurement method, the goods purchased must be accompanied by proof of purchase and receipt. Receipt of goods using the Direct Procurement method is evidenced by the issuance of a Material Issued Request (MIR) document.</li> </ul>                                                                                                                                                                                                               |





## Pengadaan Jasa

### Procurement of Services

| Jenis Pengadaan<br>Procurement Type       | Uraian                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Tender Terbuka<br>Open Tender             | <ul style="list-style-type: none"> <li>Metode ini diterapkan untuk jasa yang bersifat umum dengan batasan nilai tertentu dan ketentuan persyaratan kuorum kualifikasi serta kuorum penawaran yang harus dipenuhi.</li> <li>Dalam penerapannya, Perusahaan mengumumkan secara terbuka melalui papan pengumuman, media elektronik (<i>website</i> atau <i>e-procurement</i>) atau media cetak.</li> </ul>                                                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>This method is applied to general services with certain value limits and provisions for qualification quorum requirements and bidding quorums that must be met.</li> <li>In its application, the Company announces openly through bulletin boards, electronic media (<i>website</i> or <i>e-procurement</i>) or print media.</li> </ul>                                                                                                                                                                                                                                                                                                               |
| Tender Terbatas<br>Limited Tender         | <ul style="list-style-type: none"> <li>Metode ini diterapkan untuk pekerjaan yang bersifat kompleks dengan batasan nilai tertentu dan jumlah rekanan diyakini terbatas.</li> <li>Dalam penerapannya, Perusahaan mengundang beberapa rekanan yang dianggap mampu dan memenuhi persyaratan dan terdaftar dalam <i>Database Rekanan Perusahaan</i>. Pengadaan melalui metode Pelelangan Terbatas diumumkan melalui papan pengumuman, media elektronik (<i>website</i> atau <i>e-procurement</i>) atau media cetak.</li> </ul>                                                                                                                                                                              | <ul style="list-style-type: none"> <li>This method is applied to complex work with certain value limits and the number of partners is believed to be limited.</li> <li>In its application, the Company invites several partners who are considered capable and meet the requirements and are registered in the Company's Partner Database. Procurement through the Limited Auction method is announced through bulletin boards, electronic media (<i>website</i> or <i>e-procurement</i>) or print media.</li> </ul>                                                                                                                                                                         |
| Pemilihan Langsung<br>Direct Selection    | <ul style="list-style-type: none"> <li>Metode ini diterapkan dengan cara memilih dan mengundang langsung beberapa rekanan yang terdapat dalam <i>Database Rekanan Perusahaan</i>. Kriteria yang ditetapkan, antara lain waktu kebutuhan pelaksanaannya kurang dari 60 (enam puluh) hari kalender</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>This method is applied by selecting and directly inviting several partners in the Company's Partner Database. The criteria set include the time required for implementation of less than 60 (sixty) calendar days.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Penunjukan Langsung<br>Direct Appointment | <ul style="list-style-type: none"> <li>Metode ini diterapkan untuk jasa dengan kriteria khusus, yaitu jasa yang dibutuhkan bagi kinerja utama Perusahaan dan tidak dapat ditunda keberadaannya (<i>urgent</i>), jasa untuk penanganan keadaan darurat (<i>emergency</i>), serta beberapa kriteria lainnya.</li> <li>Dalam pelaksanaannya, Perusahaan menunjuk langsung 1 (satu) atau lebih Penyedia Jasa tanpa melalui pelelangan atau pemilihan. Penyedia Jasa yang ditunjuk telah memenuhi kualifikasi yang disyaratkan dan dinilai mampu melaksanakan pekerjaan. Selanjutnya, Perusahaan melakukan negosiasi komersial, sehingga diperoleh harga yang wajar dan menguntungkan Perusahaan.</li> </ul> | <ul style="list-style-type: none"> <li>This method is applied to services with special criteria, namely services that are needed for the Company's main performance and cannot be postponed (<i>urgent</i>), services for handling emergencies, and several other criteria.</li> <li>In its implementation, the Company directly appoints 1 (one) or more Service Providers without going through an auction or selection. The appointed Service Providers have met the required qualifications and are considered capable of carrying out the work. Furthermore, the Company conducts commercial negotiations, so that a reasonable price is obtained that benefits the Company.</li> </ul> |
| Pengadaan Langsung<br>Direct Procurement  | <ul style="list-style-type: none"> <li>Metode ini diterapkan terhadap jasa yang terdapat di pasar. Dengan demikian, nilainya berdasarkan harga pasar.</li> <li>Dalam pelaksanaannya, penggunaan jasa dalam pengadaan langsung harus disertai dengan tanda bukti pembelian atau kwitansi. Pembayaran pengadaan dengan metode ini dapat dilakukan dengan secara tunai atau berjangka dengan batasan nilai tertentu.</li> </ul>                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>This method is applied to services available on the market. Thus, its value is based on market prices.</li> <li>In its implementation, the use of services in direct procurement must be accompanied by proof of purchase or receipt. Payment for procurement using this method can be made in cash or in installments with certain value limits.</li> </ul>                                                                                                                                                                                                                                                                                          |

## MEKANISME PENGADAAN BARANG DAN JASA

Proses pengadaan barang dan jasa di Perusahaan dimulai dengan pengajuan dokumen *Service Request* (SR) dan/atau *Material Request* (MR) oleh Unit Kerja Pengguna Barang dan Jasa (*User*), dilengkapi dengan dokumen pendukung seperti spesifikasi barang/pekerjaan/*Terms of Reference* (TOR), dokumen HPS/OE, dan sebagainya. Departemen Perencanaan, Penerimaan & Pergudangan (PP&P) selanjutnya mengevaluasi pengajuan tersebut sesuai dengan kebutuhan dan anggaran Perusahaan, untuk kemudian menerbitkan dokumen *Purchase Requisition* (PR).

## PROCUREMENT MECHANISM OF GOODS AND SERVICES

The procurement process of goods and services in the Company begins with the submission of *Service Request* (SR) and/or *Material Request* (MR) documents by the Work Unit of the User of Goods and Services (*User*), accompanied by supporting documents such as specifications of goods/work/*Terms of Reference* (TOR), HPS/OE documents, and so on. The Planning, Receiving & Warehousing Department (PP&P) then evaluates the submission according to the Company's needs and budget, and then issues a *Purchase Requisition* (PR) document.

Setelah PR diterbitkan, dokumen-dokumen tersebut selanjutnya diserahkan ke Departemen Pengadaan Barang maupun Departemen Pengadaan Jasa sesuai scope dan tanggung jawabnya untuk dilakukan proses pengadaan.

Metode pengadaan, seperti Tender Umum, Tender Terbatas, Pemilihan Langsung, Penunjukan Langsung, atau Pengadaan Langsung, dipilih sesuai prosedur pengadaan barang dan jasa Perusahaan. Hasilnya, diterbitkan *Purchase Order* (PO) untuk barang dan Order Kerja/Kontrak untuk jasa, yang kemudian dikirimkan kepada Penyedia Barang dan Jasa.

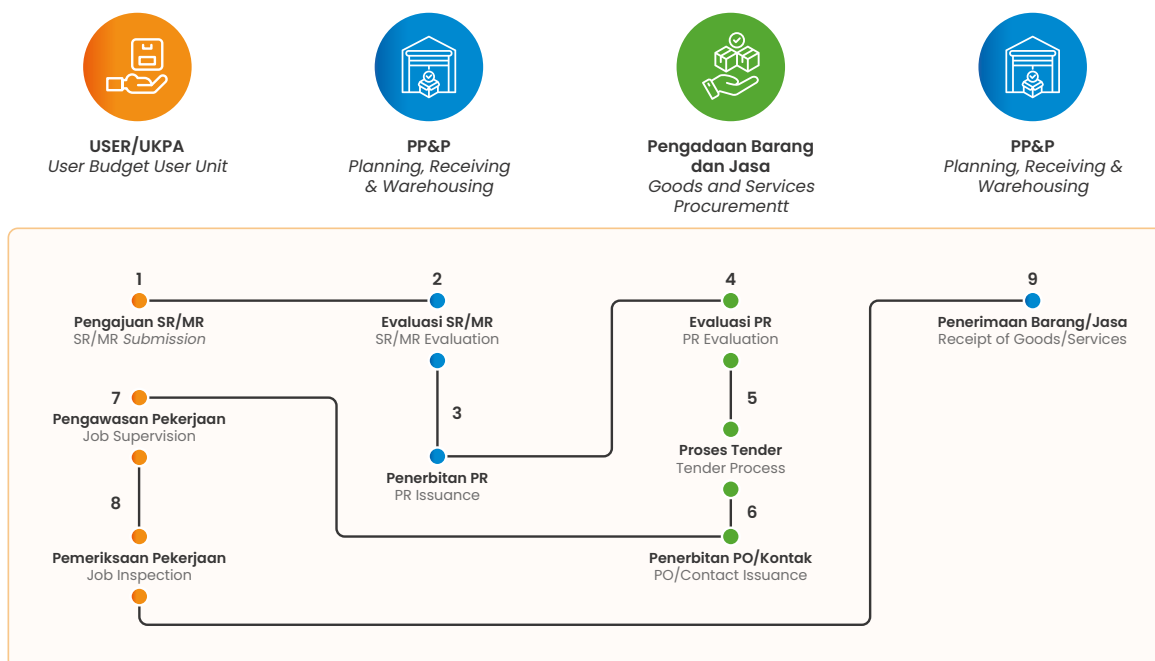
Setelah menerima dokumen PO/Kontrak/Order Kerja, Penyedia Barang dan Jasa melaksanakan pekerjaan sesuai kesepakatan. Untuk memastikan kualitas sesuai dokumen tersebut, inspeksi dilakukan oleh Departemen Inspeksi Teknik atau Proses & Pengelolaan Energi (untuk barang) dan Unit Kerja Pengguna Jasa (untuk jasa). Hasil inspeksi diserahkan ke Departemen Perencanaan, Penerimaan & Pergudangan untuk diterbitkan *Goods Receipt Slip* (GRS) atau *Service Acceptance* (SA).

After the PR is issued, the documents are then submitted to the Procurement Department or the Procurement Department according to their scope and responsibilities to carry out the procurement process.

The procurement method, such as General Tender, Limited Tender, Direct Selection, Direct Appointment, or Direct Procurement, is selected according to the Company's procurement procedures for goods and services. As a result, a Purchase Order (PO) is issued for goods and a Work Order/Contract for services, which is then sent to the Provider of Goods and Services.

After receiving the PO/Contract/Work Order document, the Provider of Goods and Services carries out the work according to the agreement. To ensure the quality according to the document, inspections are carried out by the Technical Inspection Department or Process & Energy Management (for goods) and the Service User Work Unit (for services). The inspection results are submitted to the Planning, Receiving & Warehousing Department to issue a Goods Receipt Slip (GRS) or Service Acceptance (SA).

### Mekanisme Pengadaan Barang dan Jasa Procurement Mechanism for Goods and Services



Keterangan:  
UKPA: Unit Kerja Pengelola Anggaran  
PP&P: Perencanaan, Penerimaan & Pergudangan  
PR: Purchase Requisition  
MR/SR: Material Request/Service Request

Note:  
Budget Management Unit  
Planning, Receiving, & Warehouse

### KEGIATAN PENGADAAN BARANG DAN JASA 2024

Sepanjang tahun 2024, realisasi pengadaan barang dan jasa diuraikan dalam tabel di bawah ini.

### PROCUREMENT OF GOODS AND SERVICES ACTIVITIES 2024

Throughout 2024, the realization of procurement of goods and services is described in the table below.





### Kegiatan Pengadaan Barang dan Jasa Tahun 2024

Procurement of Goods and Services Activities in 2024

| Perihal<br>Regarding                   | Pengadaan Barang<br>Procurement of Goods | Pengadaan Jasa<br>Procurement of<br>Services | Jumlah<br>Total |
|----------------------------------------|------------------------------------------|----------------------------------------------|-----------------|
| e-Proc                                 | 6.707                                    | 295                                          | 7.002           |
| Konvensional<br>Conventional           | 591                                      | 657                                          | 1.248           |
| <b>Jumlah Item<br/>Number of Items</b> | <b>7.298</b>                             | <b>952</b>                                   | <b>8.250</b>    |

### Negosiasi Pengadaan Barang dan Jasa Tahun 2024

Negotiation of Procurement of Goods and Services in 2024

| Perihal<br>Regarding                   | Pengadaan Barang<br>Procurement of Goods | Pengadaan Jasa<br>Procurement of<br>Services | Jumlah<br>Total |
|----------------------------------------|------------------------------------------|----------------------------------------------|-----------------|
| e-Proc                                 | 55                                       | 253                                          | 308             |
| Konvensional<br>Conventional           | 7.243                                    | 699                                          | 7.942           |
| <b>Jumlah Item<br/>Number of Items</b> | <b>7.298</b>                             | <b>952</b>                                   | <b>8.250</b>    |

## PROGRAM BAGI PEMASOK

### Customer Satisfaction Index (CSI)

Pelaksanaan Survei Kepuasan Pemasok menggunakan data sekunder dari kepuasan pemasok terhadap pengadaan barang dan jasa serta tanggapan Penyedia Barang dan Jasa terhadap kinerja layanan pengadaan Perusahaan. Data dikumpulkan melalui *website* esurvey.pupukkaltim.com dengan kuisioner berisi 22 pertanyaan. Pengisian kuisioner daring dilakukan dengan akses acak bagi responden, dan hasilnya disimpan di *database* pada *website* tersebut. Periode pengambilan data survei berlangsung dari 5 Agustus 2024–1 Oktober 2024.

Survei Kepuasan Pemasok dilakukan untuk mengukur kepuasan Penyedia Barang dan Jasa terhadap layanan unit kerja pengadaan. Selain itu, survei ini bertujuan untuk mengevaluasi pelayanan yang ada guna perbaikan dan peningkatan. Hasilnya, nilai CSI Perusahaan tahun 2024 mencapai 83,88% (*Good*) dengan predikat kinerja “BAIK”.

### Program Pasar Digital UMKM

Perusahaan melanjutkan implementasi Program Pasar Digital (PaDi), sebuah inisiatif yang diprakarsai oleh Kementerian BUMN untuk meningkatkan peran serta pelaku Usaha Mikro, Kecil, dan Menengah (UMKM) dalam rantai pasok pengadaan barang dan jasa BUMN. Dalam pelaksanaannya, Pupuk Indonesia Group mendapat mandat untuk mendukung program ini, dan Pupuk Kaltim sebagai bagian dari grup turut aktif menjalankan mandat tersebut.

## SUPPLIER PROGRAM

### Customer Satisfaction Index (CSI)

The Supplier Satisfaction Survey was conducted using secondary data from supplier satisfaction with the procurement of goods and services and the responses of Goods and Services Providers to the Company's procurement service performance. Data was collected through the esurvey.pupukkaltim.com website with a questionnaire containing 22 questions. The online questionnaire was filled out with random access for respondents, and the results were stored in a database on the website. The survey data collection period lasted from August 5, 2024–October 1, 2024.

The Supplier Satisfaction Survey was conducted to measure the satisfaction of Goods and Services Providers with the procurement work unit services. In addition, this survey aims to evaluate existing services for improvement and enhancement. As a result, the Company's CSI value in 2024 reached 83.88% (Good) with a performance predicate of “GOOD”.

### MSME Digital Market Program

The company continues the implementation of the Digital Market Program (PaDi), an initiative initiated by the Ministry of SOEs to increase the participation of Micro, Small and Medium Enterprises (MSMEs) in the supply chain of SOE procurement of goods and services. In its implementation, Pupuk Indonesia Group was mandated to support this program, and Pupuk Kaltim as part of the group actively participated in carrying out the mandate.



Salah satu program khusus dalam kerangka PaDi adalah PaDi UMKM, yang bertujuan untuk mendukung pelaku UMKM agar dapat berpartisipasi dalam rantai pasok pengadaan barang dan jasa BUMN melalui platform digital PaDi. Pupuk Kaltim secara aktif mendukung program ini dengan mengambil sejumlah langkah konkret untuk memastikan keberhasilan implementasi, antara lain:

1. Sosialisasi registrasi kepada rekanan yang belum terdaftar Program PADI;
2. Sosialisasi dan penambahan grup *buyer* PADI;
3. Koordinasi rutin dengan PT Pupuk Indonesia (Persero) dalam peningkatan transaksi PADI.

Sepanjang tahun 2024, realisasi pengadaan PADI *business to business* melalui aplikasi *marketplace* PADI telah mencapai Rp184 miliar dari target Rp180 miliar yang ditetapkan oleh PT Pupuk Indonesia (Persero).

One of the special programs within the PaDi framework is PaDi UMKM, which aims to support MSME players to participate in the supply chain of SOE procurement of goods and services through the PaDi digital platform. Pupuk Kaltim actively supports this program by taking a number of concrete steps to ensure successful implementation, among others:

1. Dissemination of registration to partners who have not yet registered for the PADI Program;
2. Socialization and addition of PADI buyer groups;
3. Routine coordination with PT Pupuk Indonesia (Persero) in increasing PADI transactions.

Throughout 2024, the realization of PADI *business to business* procurement through the PADI marketplace application has reached Rp184 billion from the target of Rp180 billion set by PT Pupuk Indonesia (Persero).





# Perkara Penting yang Dihadapi Perusahaan, Entitas Anak, Anggota Dewan Komisaris, dan Direksi

## Important Matters Faced by the Company, Subsidiaries, Members of the Board of Commissioners and Directors

Pupuk Kaltim konsisten dalam mematuhi segala peraturan Pemerintah, Perundang-undangan, dan Anggaran Dasar yang berlaku. Selain itu, Perusahaan senantiasa melakukan antisipasi terhadap potensi tindakan yang dapat menimbulkan masalah bagi Pupuk Kaltim, Direksi, dan Dewan Komisaris. Dalam menjalankan kegiatan operasional, Pupuk Kaltim selalu memperhatikan aspek hukum korporasi sebagai bagian integral dari pengelolaan perusahaan.

### PERMASALAHAN HUKUM

Sepanjang tahun 2024 tidak ada permasalahan hukum yang dihadapi baik secara pidana maupun perdata oleh Perusahaan maupun anggota Dewan Komisaris dan Direksi serta entitas anak.

### SANKSI ADMINISTRASI

Sepanjang tahun 2024 tidak ada sanksi administrasi yang dikenakan oleh otoritas terkait baik kepada Perusahaan maupun kepada anggota Dewan Komisaris dan Direksi serta entitas anak.

### PERMASALAHAN PERPAJAKAN

Sepanjang tahun 2024 tidak ada perkara perpajakan yang melibatkan Perusahaan maupun entitas anak.

### PERMASALAHAN LINGKUNGAN

Sepanjang tahun 2024 tidak ada perkara lingkungan yang melibatkan Perusahaan maupun entitas anak.

### PERMASALAHAN KETENAGAKERJAAN DAN HUBUNGAN INDUSTRIAL

Sepanjang tahun 2024 tidak ada perkara ketenagakerjaan yang melibatkan Perusahaan maupun entitas anak.

Pupuk Kaltim consistently complies with all applicable Government regulations, laws, and Articles of Association. In addition, the Company always anticipates potential actions that could cause problems for Pupuk Kaltim, the Board of Directors, and the Board of Commissioners. In carrying out operational activities, Pupuk Kaltim always pays attention to corporate legal aspects as an integral part of company management.

### LEGAL ISSUES

Throughout 2024, there were no legal issues faced either criminally or civilly by the Company or members of the Board of Commissioners and Directors and subsidiaries.

### ADMINISTRATIVE SANCTIONS

Throughout 2024, there were no administrative sanctions imposed by the relevant authorities either to the Company or to members of the Board of Commissioners and Directors and subsidiaries.

### TAX ISSUES

Throughout 2024, there were no tax cases involving the Company or subsidiaries.

### ENVIRONMENTAL ISSUES

Throughout 2024, there were no environmental cases involving the Company or subsidiaries.

### EMPLOYMENT AND INDUSTRIAL RELATIONS ISSUES

Throughout 2024, there were no employment cases involving the Company or its subsidiaries.



# Kode Etik Perusahaan

## Code of Ethics

Kode Etik Perusahaan merupakan fondasi penting dalam komitmen Perusahaan untuk mewujudkan praktik bisnis beretika. Seluruh Insan Pupuk Kaltim berkomitmen untuk mengimplementasikan prinsip-prinsip GCG secara konsisten dan berkesinambungan dalam lingkungan Perusahaan sebagai upaya mewujudkan visi, misi, serta tata nilai Perusahaan melalui penerapan kode etik Perusahaan. Insan Pupuk Kaltim memiliki tanggung jawab kepada semua Pemangku Kepentingan Perusahaan, dengan fokus menghindari benturan kepentingan dan mematuhi seluruh peraturan perundangan yang berlaku.

### PENGESAHAN KODE ETIK PERUSAHAAN

Pupuk Kaltim telah menetapkan Kode Etik Perusahaan sebagai panduan perilaku bagi seluruh Insan Pupuk Kaltim dalam menjalankan tugas, tanggung jawab, dan kewenangan masing-masing. Kode Etik Perusahaan secara berkala dievaluasi dan disesuaikan dengan kondisi Perusahaan, tercantum dalam Surat Keputusan Bersama Dewan Komisaris PT Pupuk Kalimantan Timur No. KEP-02/KB/KOM-PKT/VIII.2024 dan Direksi PT Pupuk Kalimantan Timur No. 2/KB/DIR-DK/VIII.2024 tentang Pedoman Etika dan Perilaku (*Code of Conduct*) di PT Pupuk Kalimantan Timur tanggal 9 Agustus 2024.

### OBJEK STANDAR ETIKA PERUSAHAAN

Kode Etik Perusahaan disusun sebagai acuan bagi:

1. Insan Pupuk Kaltim yaitu Dewan Komisaris, Direksi serta karyawan organik dan non organik Pupuk Kaltim;
2. Semua pihak di dalam Perusahaan serta pihak luar yang terkait dengan usaha Perusahaan dalam melaksanakan tugas dan pengambilan keputusan.

### POKOK-POKOK ISI KODE ETIK PERUSAHAAN

Kode Etik Perusahaan menjadi panduan perilaku bagi seluruh individu yang terkait dengan Perusahaan, baik internal maupun eksternal, dalam menjalankan tugas dan pengambilan keputusan. Kode Etik Pupuk Kaltim dibagi menjadi dua kategori utama, sebagaimana dijelaskan berikut ini.

The Company's Code of Ethics is an important foundation in the Company's commitment to realizing ethical business practices. All Pupuk Kaltim Personnel are committed to implementing GCG principles consistently and continuously within the Company's environment as an effort to realize the Company's vision, mission, and values through the implementation of the Company's code of ethics. Pupuk Kaltim Personnel have responsibilities to all Company Stakeholders, with a focus on avoiding conflicts of interest and complying with all applicable laws and regulations.

### RATIFICATION OF THE COMPANY'S CODE OF ETHICS

Pupuk Kaltim has established the Company's Code of Ethics as a behavioral guide for all Pupuk Kaltim Personnel in carrying out their respective duties, responsibilities, and authorities. The Company's Code of Ethics is periodically evaluated and adjusted to the Company's conditions, as stated in the Joint Decree of the Board of Commissioners of PT Pupuk Kalimantan Timur No. KEP-02/KB/KOM-PKT/VIII.2024 and the Board of Directors of PT Pupuk Kalimantan Timur No. 2/KB/DIR-DK/VIII.2024 concerning the Code of Conduct at PT Pupuk Kalimantan Timur dated August 9, 2024.

### OBJECT OF THE COMPANY'S ETHICS STANDARDS

The Company's Code of Ethics is prepared as a reference for:

1. Pupuk Kaltim personnel, namely the Board of Commissioners, Directors and organic and non-organic employees of Pupuk Kaltim;
2. All parties within the Company and external parties related to the Company's business in carrying out their duties and making decisions.

### KEY PRINCIPLES OF THE COMPANY'S CODE OF ETHICS

The Company's Code of Ethics is a behavioral guide for all individuals related to the Company, both internal and external, in carrying out their duties and making decisions. The Pupuk Kaltim Code of Ethics is divided into two main categories, as explained below.





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| <p><b>Etika Usaha</b><br/>Business Ethics</p>                                                                                                         | <p>Etika Usaha merupakan panduan bagi Pupuk Kaltim sebagai Perusahaan dalam berinteraksi dan berhubungan dengan pemangku kepentingan yang terbagi menjadi pembahasan pokok yakni:</p> <ol style="list-style-type: none"> <li>1. Etika Perusahaan dengan Karyawan;</li> <li>2. Etika Perusahaan dengan Pemerintah/ Kementerian/Lembaga;</li> <li>3. Etika Perusahaan dengan Pemegang Saham;</li> <li>4. Etika Perusahaan dengan Pelanggan;</li> <li>5. Etika Perusahaan dengan Mitra Usaha;</li> <li>6. Etika Perusahaan dengan Pesaing;</li> <li>7. Etika Perusahaan dengan Kreditur/Investor;</li> <li>8. Etika Perusahaan dengan Penyedia Barang dan/atau Jasa;</li> <li>9. Etika Perusahaan dengan Masyarakat dan Lingkungan Sekitar;</li> <li>10. Etika Perusahaan dengan Media Massa;</li> <li>11. Etika Perusahaan dalam Menggunakan Media Sosial;</li> <li>12. Etika Perusahaan dengan Aparat Penegak Hukum;</li> <li>13. Etika Perusahaan dengan Auditor/Asesor;</li> <li>14. Etika Perusahaan dengan Pejabat Publik;</li> <li>15. Etika Perusahaan dengan Anak Perusahaan;</li> <li>16. Etika Perusahaan dengan Asosiasi Profesi.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                   | <p>Business ethics serve as a guideline for Pupuk Kaltim in interacting and engaging with stakeholders, which are categorized into the following key areas:</p> <ol style="list-style-type: none"> <li>1. Ethics of the Company with Employees;</li> <li>2. Ethics of the Company with Government/ Ministries/Institutions;</li> <li>3. Ethics of the Company with Shareholders;</li> <li>4. Ethics of the Company with Customers;</li> <li>5. Ethics of the Company with Business Partners;</li> <li>6. Ethics of the Company with Competitors;</li> <li>7. Ethics of the Company with Creditors/ Investors;</li> <li>8. Ethics of the Company with Suppliers of Goods and/or Services;</li> <li>9. Ethics of the Company with the Community and Surrounding Environment;</li> <li>10. Ethics of the Company with the Mass Media;</li> <li>11. Ethics of the Company in Using Social Media;</li> <li>12. Ethics of the Company with Law Enforcement Authorities;</li> <li>13. Ethics of the Company with Auditors/ Assessors;</li> <li>14. Ethics of the Company with Public Officials;</li> <li>15. Ethics of the Company with Subsidiaries;</li> <li>16. Ethics of the Company with Professional Associations.</li> </ol>                                                                                                                                                                                                                                                                                                                                                    |
| <p><b>Komitmen, Etika Kerja, dan Tata Perilaku Insan Perusahaan</b><br/>Commitment, Work Ethics, and Code of Conduct for Employees of the Company</p> | <p>Komitmen, Etika Kerja, dan Tata Perilaku Insan Perusahaan berisi panduan bagi Insan Perusahaan yang dibagi menjadi tiga bagian besar yakni;</p> <ol style="list-style-type: none"> <li>1. Komitmen Insan Perusahaan;</li> <li>2. Etika Insan Perusahaan; <ol style="list-style-type: none"> <li>a. Etika Kerja Atasan terhadap Bawahan;</li> <li>b. Etika Kerja Bawahan terhadap Atasan;</li> <li>c. Etika Sesama Rekan Kerja;</li> <li>d. Hubungan dan Kerja Sama antar Insan Perusahaan;</li> </ol> </li> <li>3. Tata Perilaku Insan Perusahaan; <ol style="list-style-type: none"> <li>a. Kepatuhan terhadap Hukum, Peraturan Perundang-undangan dan Ketentuan Lainnya;</li> <li>b. Pernyataan Palsu, Klaim Palsu, dan Konspirasi;</li> <li>c. Benturan Kepentingan dan Penyalahgunaan Jabatan;</li> <li>d. Gratifikasi atau Penerimaan dan Penerimaan Hadiah atau Cenderamata, Jamuan, Hiburan, dan Donasi;</li> <li>e. Larangan Praktik Suap;</li> <li>f. Perjalanan Dinas;</li> <li>g. Larangan Praktik Penyelewengan dan Penyimpangan Sejenisnya serta Tindakan Fraud;</li> <li>h. Keselamatan dan Kesehatan Kerja (K3) dan Pelestarian Lingkungan;</li> <li>i. Kesempatan yang Sama untuk Mendapatkan Pekerjaan dan Promosi</li> <li>j. Perlindungan Informasi Perusahaan dan Intangible Asset;</li> <li>k. Perlindungan Harta Perusahaan;</li> <li>l. Perlindungan data Pribadi Karyawan;</li> <li>m. Penghormatan terhadap Hak atas Kekayaan Intelektual (HAKI);</li> <li>n. Pencatatan Data dan Penyusunan Laporan</li> </ol> </li> </ol> | <p>Commitment, Work Ethics, and Code of Conduct for Company Personnel contains guidelines for Company Personnel which are divided into three major parts, namely;</p> <ol style="list-style-type: none"> <li>1. Company Personnel Commitment;</li> <li>2. Company Personnel Ethics; <ol style="list-style-type: none"> <li>a. Work Ethics of Superiors towards Subordinates;</li> <li>b. Work Ethics of Subordinates towards Superiors;</li> <li>c. Ethics among Co-Workers;</li> <li>d. Relationships and Cooperation between Company Personnel;</li> </ol> </li> <li>3. Code of Conduct for Company Personnel; <ol style="list-style-type: none"> <li>a. Compliance with Laws, Regulations and Other Provisions;</li> <li>b. False Statements, False Claims, and Conspiracies;</li> <li>c. Conflict of Interest and Abuse of Position;</li> <li>d. Gratification or Acceptance and Receipt of Gifts or Souvenirs, Meals, Entertainment, and Donations;</li> <li>e. Prohibition of Bribery Practices;</li> <li>f. Business Travel;</li> <li>g. Prohibition of Misappropriation and Similar Deviations and Fraudulent Acts;</li> <li>h. Occupational Safety and Health (OSH) and Environmental Conservation;</li> <li>i. Equal Opportunity for Employment and Promotion;</li> <li>j. Protection of Company Information and Intangible Assets;</li> <li>k. Protection of Company Assets;</li> <li>l. Protection of Employee Personal Data;</li> <li>m. Respect for Intellectual Property Rights (IPR);</li> <li>n. Data Recording and Report Preparation;</li> </ol> </li> </ol> |

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| <p>o. Perilaku Asusila, Narkotika, Obat Terlarang, Perjudian, dan Merokok;</p> <p>p. Menghargai Kesetaraan Gender dan Penyandang Disabilitas;</p> <p>q. Aktivitas Politik dan Sosial;</p> <p>r. Penggunaan Komunikasi Elektronik;</p> <p>s. Penggunaan Media Sosial;</p> <p>t. <i>Insider Trading</i>;</p> <p>u. Citra Perusahaan;</p> <p>v. Keterbukaan informasi Publik;</p> <p>w. Tanggung Jawab Sosial dan Lingkungan;</p> <p>x. Persaingan Usaha yang Sehat;</p> <p>y. Pengambilan Keputusan yang Etis.</p> | <p>o. Immoral Behavior, Narcotics, Illegal Drugs, Gambling, and Smoking;</p> <p>p. Respect for Gender Equality and Persons with Disabilities;</p> <p>q. Political and Social Activities;</p> <p>r. Use of Electronic Communications;</p> <p>s. Use of Social Media;</p> <p>t. Insider Trading;</p> <p>u. Company Image;</p> <p>v. Public Information Disclosure;</p> <p>w. Social and Environmental Responsibility;</p> <p>x. Healthy Business Competition;</p> <p>y. Ethical Decision Making.</p> |
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## IMPLEMENTASI DAN PENEGAKAN KODE ETIK PERUSAHAAN

Perusahaan secara konsisten mendorong seluruh Insan Pupuk Kaltim untuk patuh terhadap Kode Etik Perusahaan, dan menekankan komitmen untuk mengimplementasikannya secara efektif. Pimpinan di seluruh tingkatan di Perusahaan memiliki kewajiban untuk memastikan bahwa Kode Etik Perusahaan dijalankan dengan baik di dalam tim masing-masing. Implementasi komitmen tersebut tercermin dalam tindakan dan sikap berikut:

- Pernyataan Komitmen Manajemen**  
Komitmen Manajemen Pupuk Kaltim untuk menerapkan Kode Etik Perusahaan ditunjukkan dengan pernyataan komitmen seluruh Dewan Komisaris dan Direksi terhadap penerapan Kode Etik Perusahaan Pupuk Kaltim sebagai acuan utama bagi perilaku korporasi dan Insan Pupuk Kaltim sesuai ketentuan Perusahaan yang berlaku.
- Pernyataan bahwa Kode Etik Berlaku bagi Seluruh Level Organisasi**  
Segenap Insan Pupuk Kaltim wajib menyatakan kepatuhannya terhadap Kode Etik Perusahaan dengan menandatangani Piagam Pakta Integritas dan Kepatuhan tahunan yang merupakan salah satu syarat bagi keberlanjutan masa bakti di Perusahaan.
- Penandatanganan Pakta Integritas**  
Perusahaan mewajibkan Seluruh Insan Pupuk Kaltim untuk menandatangani Piagam Pakta Integritas setiap tahun, sebagai bentuk kepatuhan dan komitmen pelaksanaan Kode Etik Perusahaan. Penandatanganan pakta integritas Pupuk Kaltim telah menggunakan sistem elektronik berbasis web yang dapat diakses pada alamat [epi.pupukkaltim.com](http://epi.pupukkaltim.com). Sistem tersebut meningkatkan efisiensi dari sisi waktu, biaya, dan kearsipan. Pada 2024, penandatanganan Piagam Pakta Integritas tercatat mencapai 100%. Berikut informasi terkait penandatanganan pakta integritas untuk tahun 2024:
  - Penandatanganan Piagam Pakta Integritas tahun 2024 di-*launching* bersamaan dengan Webinar Penerapan Kode Etik Perusahaan sesuai Surat Undangan No. 02882/D/MR/D11400/IT/2024 tanggal 17 Januari 2024. Setiap Insan Pupuk Kaltim

## IMPLEMENTATION AND ENFORCEMENT OF THE COMPANY'S CODE OF ETHICS

The Company consistently encourages all Pupuk Kaltim Personnel to comply with the Company's Code of Ethics, and emphasizes the commitment to implement it effectively. Leaders at all levels in the Company are obliged to ensure that the Company's Code of Ethics is implemented properly within their respective teams. The implementation of this commitment is reflected in the following actions and attitudes:

- Statement of Management Commitment**  
Pupuk Kaltim Management's commitment to implementing the Company's Code of Ethics is demonstrated by the statement of commitment of all Board of Commissioners and Directors to the implementation of the Pupuk Kaltim Company's Code of Ethics as the main reference for corporate behavior and Pupuk Kaltim Personnel in accordance with applicable Company regulations.
- Statement that the Code of Ethics Applies to All Levels of the Organization**  
All Pupuk Kaltim Personnel are required to declare their compliance with the Company's Code of Ethics by signing the annual Integrity and Compliance Pact Charter which is one of the requirements for continued service in the Company.
- Signing of the Integrity Pact**  
The Company requires all Pupuk Kaltim Personnel to sign the Integrity Pact Charter every year, as a form of compliance and commitment to implementing the Company's Code of Ethics. The signing of the Pupuk Kaltim integrity pact has used a web-based electronic system that can be accessed at [epi.pupukkaltim.com](http://epi.pupukkaltim.com). This system increases efficiency in terms of time, cost, and archiving. In 2024, the signing of the Integrity Pact Charter was recorded at 100%. The following is information related to the signing of the integrity pact for 2024:
  - The signing of the Integrity Pact Charter in 2024 was launched together with the Webinar on the Implementation of the Company's Code of Ethics according to Invitation Letter No. 02882/D/MR/D11400/IT/2024 dated January 17, 2024. Every Pupuk







diwajibkan menandatangani piagam pakta integritas sebagai salah satu syarat keberlanjutan masa bakti di Perusahaan. Penandatanganan dilakukan melalui *link* yang dikirimkan pada *e-mail* masing-masing karyawan atau dapat dilakukan secara langsung dengan mengunjungi *link* [epi.pupukkaltim.com](http://epi.pupukkaltim.com).

b. Pelaksanaan Penandatanganan Pakta Integritas 2024

Pada tahun 2024, penandatanganan Piagam Pakta Integritas dilaksanakan sejak tanggal 19 Januari 2024, dengan total 3.445 Insan Pupuk Kaltim.

Kaltim Personnel is required to sign the integrity pact charter as one of the requirements for continuing their term of service in the Company. The signing is done through a link sent to each employee's e-mail or can be done directly by visiting the link [epi.pupukkaltim.com](http://epi.pupukkaltim.com).

b. Implementation of the Signing of the Integrity Pact 2024

In 2024, the signing of the Integrity Pact Charter was carried out since January 19, 2024, with a total of 3,445 Pupuk Kaltim employees.

Berikut ini rincian pelaporan penandatanganan Piagam Pakta Integritas terhadap Kode Etik Perusahaan:

The following are the details of the reporting of the signing of the Integrity Pact Charter against the Company's Code of Ethics:

| No | Direktorat<br>Directorate                                                   | Jumlah<br>(orang)<br>Total<br>(person) | Sudah Tanda<br>Tangan<br>(orang)<br>Signed<br>(person) | Belum Tanda<br>Tangan<br>(Orang)<br>Not Signed<br>(person) | Pencapaian per<br>Unit<br>(%)<br>Achievement per<br>Unit (%) |
|----|-----------------------------------------------------------------------------|----------------------------------------|--------------------------------------------------------|------------------------------------------------------------|--------------------------------------------------------------|
| 1  | Dewan Komisaris<br>Board of Commissioners                                   | 6                                      | 6                                                      | -                                                          | 100,00                                                       |
| 2  | Organ Pendukung Dewan Komisaris<br>Board of Commissioners Supporting Organs | 10                                     | 10                                                     | -                                                          | 100,00                                                       |
| 3  | Direktorat Utama<br>Main Directorate                                        | 182                                    | 182                                                    | -                                                          | 100,00                                                       |
| 4  | Direktorat Operasi<br>Directorate of Operations                             | 2.281                                  | 2.281                                                  | -                                                          | 100,00                                                       |
| 5  | Direktorat Pengembangan<br>Directorate of Development                       | 10                                     | 10                                                     | -                                                          | 100,00                                                       |
| 6  | Direktorat Keuangan & Umum<br>Directorate of Finance & General Affairs      | 924                                    | 924                                                    | -                                                          | 100,00                                                       |
| 7  | Direktorat Manajemen Risiko<br>Directorate of Risk Management               | 32                                     | 32                                                     | -                                                          | 100,00                                                       |
|    | <b>Jumlah<br/>Total</b>                                                     | <b>3.445</b>                           | <b>3.445</b>                                           | <b>-</b>                                                   | <b>100,00</b>                                                |



## Jenis Penandatanganan Pakta Integritas Type of Integrity Pact Signing

### Pakta Integritas Insan Pupuk Kaltim

Piagam Pakta Integritas ditandatangani segenap Insan Pupuk Kaltim sebagai salah satu syarat bagi kelanjutan masa bakti di Perusahaan.

#### Integrity Pact of Pupuk Kaltim Personnel

The Integrity Pact Charter is signed by all Pupuk Kaltim Personnel as one of the requirements for continuing their service period in the Company.

### Pakta Integritas Mitra Binaan

Mitra Binaan yang bergabung dalam program kemitraan Pupuk Kaltim diwajibkan menandatangani Piagam Pakta Integritas dan Kepatuhan dalam rangka menghindari praktik KKN, serta mematuhi Surat Perjanjian tentang Pinjaman Program Kemitraan Pupuk Kaltim.

#### Integrity Pact of Fostered Partners

Fostered Partners who join the Pupuk Kaltim partnership program are required to sign the Integrity and Compliance Pact Charter in order to avoid corrupt practices, as well as comply with the Loan Agreement for the Pupuk Kaltim Partnership Program.

### Pakta Integritas Vendor/Rekanan

Rekanan yang terdaftar di Pupuk Kaltim berkomitmen untuk mematuhi kode etik pemasok dengan melakukan penandatanganan Pakta Integritas.

#### Vendor/Partner Integrity Pact

Partners registered with Pupuk Kaltim are committed to complying with the supplier code of ethics by signing the Integrity Pact.

### Pakta Integritas Karyawan Magang

Masyarakat yang bergabung dalam program magang Pupuk Kaltim seperti Pupuk Kaltim *Apprentice Challenge* (PAC), Magang Studi Independen Bersertifikat (MSIB), Magang Dalam Negeri (MDN), Praktik Kerja Lapangan (PKL), dan lainnya diwajibkan menandatangani Piagam Pakta Integritas dan Kepatuhan dalam rangka menghindari praktik KKN, serta mematuhi Surat Perjanjian tentang Pinjaman Program Kemitraan Pupuk Kaltim.

#### Internship Integrity Pact

People who join Pupuk Kaltim internship programs such as Pupuk Kaltim Apprentice Challenge (PAC), Certified Independent Study Internship (MSIB), Domestic Internship (MDN), Field Work Practice (PKL), and others are required to sign the Integrity and Compliance Pact Charter in order to avoid corrupt practices, as well as comply with the Agreement on the Pupuk Kaltim Partnership Program Loan.

### Pakta Integritas Distributor

Komitmen dalam pencegahan dan pemberantasan korupsi dilakukan Distributor Pupuk Kaltim dengan menandatangani Pakta Integritas sebagai aturan Kode Etik di Pupuk Kaltim

#### Distributor Integrity Pact

The commitment to preventing and eradicating corruption is carried out by Pupuk Kaltim Distributors by signing the Integrity Pact as a rule of the Code of Ethics at Pupuk Kaltim.

### Pakta Integritas Aksi Korporasi

Direksi melakukan penandatanganan pakta integritas untuk segala aksi korporasi yang menjadi tindakan yang dilakukan Perusahaan

#### Corporate Action Integrity Pact

The Board of Directors signs an integrity pact for all corporate actions that are actions taken by the Company.

## SOSIALISASI KODE ETIK PERUSAHAAN

Pupuk Kaltim menjalankan komitmen sosialisasi dengan pendekatan yang mendetail dan efektif, memperhatikan aspek-aspek kunci berikut:

1. Membangun komitmen bagi seluruh pemangku kepentingan terkait dengan Kode Etik Pupuk Kaltim;
2. Melakukan sosialisasi Kode Etik Perusahaan dalam program orientasi yang diselenggarakan Perusahaan dan penyegaran secara berkala bagi seluruh Insan Pupuk Kaltim;

## DISSEMINATION OF THE COMPANY'S CODE OF ETHICS

Pupuk Kaltim upholds its commitment to disseminating the Code of Ethics through a detailed and effective approach, focusing on the following key aspects:

1. Establishing commitment among all stakeholders to uphold Pupuk Kaltim's Code of Ethics.
2. Conducting awareness programs on the Company's Code of Ethics during corporate orientation sessions and periodic refreshers for all Pupuk Kaltim personnel.





3. Sosialisasi melalui media elektronik, di antaranya memutakhirkan informasi mengenai Kode Etik Perusahaan di portal intranet, portal GRC, penyebaran informasi melalui *e-mail* dan *website* Perusahaan serta pada halaman e-PI;
4. Setiap Insan Pupuk Kaltim dapat meminta penjelasan atau menyampaikan pertanyaan terkait Kode Etik Perusahaan kepada atasan langsung;
5. Layanan tanya jawab berbasis teks dari fungsi Tata Kelola dan Kepatuhan melalui official WhatsApp *account*, yakni GRC Pupuk Kaltim telah diimplementasikan pada 2024.

3. Utilizing electronic media to disseminate information, including updating details about the Code of Ethics on the intranet portal, GRC portal, email distribution, the Company's website, and the e-PI page.
4. Allowing Pupuk Kaltim personnel to seek clarification or raise questions about the Company's Code of Ethics with their direct supervisors;
5. Implementing a text-based inquiry service through the Governance and Compliance function via Pupuk Kaltim's official WhatsApp account, GRC Pupuk Kaltim, in 2024.

### PELANGGARAN KODE ETIK DAN SANKSI

Sepanjang 2024, sanksi atas pelanggaran telah diberikan dengan mengacu pada peraturan internal Perusahaan.

### CODE OF ETHICS VIOLATIONS AND SANCTIONS

Throughout 2024, sanctions for violations have been imposed in accordance with the Company's internal regulations.

#### Pelanggaran Kode Etik dan Sanksi

Code of Ethics Violations and Sanctions

| Jenis Pelanggaran<br>Type of Violation | Jumlah Pelanggaran<br>Number of Violations | Sanksi yang Diberikan<br>Sanctions Imposed         |
|----------------------------------------|--------------------------------------------|----------------------------------------------------|
| Berat<br>Severe                        | 4                                          | Demosi<br>Demotion                                 |
| Sedang<br>Medium                       | 1                                          | Surat Peringatan Bentuk A<br>Warning Letter Form A |
| Ringan<br>Mild                         | -                                          | -                                                  |
| <b>Jumlah Total</b>                    | <b>5</b>                                   |                                                    |

Setiap pelanggaran terhadap pedoman perilaku dan disiplin Perusahaan dapat menimbulkan kerugian finansial dan non-finansial, termasuk tindakan indisipliner. Oleh karena itu, pemberian sanksi atas pelanggaran Kode Etik Perusahaan dilakukan sesuai dengan tingkat pelanggaran, dengan ketentuan sebagai berikut:

1. Direksi menetapkan dalam peraturan Perusahaan:
  - a. Tingkat pelanggaran;
  - b. Sanksi pelanggaran;
  - c. Pihak yang berwenang mengeksekusi sanksi.
2. Tim Integritas dan GCG berwenang menyatakan terjadi atau tidak terjadinya pelanggaran atas Kode Etik Perusahaan;
3. Pelanggaran terhadap Kode Etik Perusahaan ini akan ditindaklanjuti secara tegas dan konsisten.

Any violation of the company's code of conduct and disciplinary guidelines may result in both financial and non-financial losses, including disciplinary actions. Therefore, sanctions for breaches of the company's Code of Ethics are imposed in accordance with the severity of the violation, based on the following provisions:

1. The Board of Directors stipulates in the company's regulations:
  - a. The levels of violations;
  - b. The applicable sanctions;
  - c. The authority responsible for enforcing the sanctions.
2. The Integrity and GCG Team is authorized to determine whether a violation of the company's Code of Ethics has occurred.
3. Violations of the company's Code of Ethics will be addressed firmly and consistently.



# Sistem Pelaporan Dugaan Penyimpangan/ *Whistleblowing System (WBS)*

## Whistleblowing System (WBS)

Implementasi *Whistleblowing System (WBS)* di Pupuk Kaltim telah dilakukan sejak 2013, dan dalam perkembangannya, Pupuk Kaltim saat ini telah menerapkan ISO 37002:2021 tentang Pedoman Pelaporan *Whistleblowing System* sejak 2023. Melalui ratifikasi Surat Edaran dari entitas induk, PT Pupuk Indonesia (Persero), No. 16/A/HK/A21/SE/2023 perihal Penyampaian Pedoman Sistem Manajemen Pelaporan Pelanggaran (*Whistleblowing Management System*), Pupuk Kaltim memastikan penerapan serangkaian langkah-langkah untuk memastikan bahwa sistem manajemen pelaporan pelanggaran berjalan sesuai standar ISO 37002:2021. Sebagai bentuk ratifikasi, pada tahun 2024 telah disahkan Pedoman WBS terbaru melalui dokumen No. P-PKT-29 tanggal 10 Mei 2024.

Pupuk Kaltim telah memiliki WBS atau Sistem Pelaporan Pelanggaran sebagai bentuk mekanisme atau sistem yang dirancang untuk memfasilitasi pelaporan pelanggaran etika, hukum, atau peraturan dalam suatu Perusahaan. Dalam menjalankan operasional Perusahaan, Pupuk Kaltim menjadikan WBS sebagai elemen vital dalam pengendalian internal Perusahaan sehingga dirancang untuk mengidentifikasi, mendeteksi, dan menanggapi pelanggaran yang berpotensi merugikan Perusahaan.

Dengan sistem pelaporan yang profesional dan terintegrasi, Pupuk Kaltim memastikan bahwa setiap laporan dugaan pelanggaran dapat ditindaklanjuti secara objektif, akuntabel, *confidential* serta memenuhi prinsip-prinsip yang telah diatur dalam Pedoman. Sebagai bukti konsistensi dalam pengimplementasian dan pengelolaan WBS ini, pada 2024, Pupuk Kaltim berhasil mendapatkan penghargaan dari Pupuk Indonesia sebagai pengelola WBS terbaik di Pupuk Indonesia Group. Prestasi ini tidak hanya memperkuat reputasi perusahaan sebagai entitas yang berintegritas, tetapi juga memberikan kontribusi nyata dalam membangun lingkungan bisnis yang sehat, transparan, dan berdaya saing tinggi.

### PEDOMAN WBS

Mengefektifkan penerapan WBS Terintegrasi di Pupuk Kaltim, Perusahaan melakukan ratifikasi Pedoman dan Prosedur dari Pupuk Indonesia dengan beberapa penyesuaian kebijakan di internal berdasarkan evaluasi Tim WBS bersama dengan Dewan Komisaris Pupuk Kaltim. Pedoman terbaru disahkan pada dokumen No. P-PKT-29 tanggal 10 Mei 2024 dan menjadi Pedoman Sistem Pelaporan Pelanggaran yang berlaku sekarang. Pedoman Sistem Manajemen Pelaporan Pelanggaran (WBS) berisi panduan penerapan WBS berdasarkan ISO 37002:2021 yang

The implementation of the *Whistleblowing System (WBS)* at Pupuk Kaltim has been carried out since 2013, and in its development, Pupuk Kaltim has currently implemented ISO 37002:2021 concerning Guidelines for Reporting the *Whistleblowing System* since 2023. Through the ratification of the Circular Letter from the parent entity, PT Pupuk Indonesia (Persero), No. 16/A/HK/A21/SE/2023 concerning Submission of Guidelines for the *Whistleblowing Management System*, Pupuk Kaltim ensures the implementation of a series of steps to ensure that the *whistleblowing management system* runs according to the ISO 37002:2021 standard. As a form of ratification, in 2024 the latest WBS Guidelines were ratified through document No. P-PKT-29 dated May 10, 2024.

Pupuk Kaltim already has a WBS or *Whistleblowing Reporting System* as a form of mechanism or system designed to facilitate reporting of violations of ethics, law, or regulations in a Company. In carrying out the Company's operations, Pupuk Kaltim makes WBS a vital element in the Company's internal control so that it is designed to identify, detect, and respond to violations that have the potential to harm the Company.

With a professional and integrated reporting system, Pupuk Kaltim ensures that every report of alleged violations can be followed up objectively, accountably and meets the principles set out in the Guidelines. As proof of consistency in the implementation and management of this WBS, in 2024, Pupuk Kaltim successfully received an award from Pupuk Indonesia as the best WBS manager in the Pupuk Indonesia Group. This achievement not only strengthens the company's reputation as an entity with integrity, but also makes a real contribution to building a healthy, transparent, and highly competitive business environment.

### WBS GUIDELINES

To make the implementation of Integrated WBS at Pupuk Kaltim more effective, the Company ratified the Guidelines and Procedures from Pupuk Indonesia with several internal policy adjustments based on the evaluation of the WBS Team together with the Board of Commissioners of Pupuk Kaltim. The latest guidelines were ratified in document No. P-PKT-29 dated May 10, 2024 and became the current Guidelines for the *Whistleblowing System*. The *Whistleblowing Management System (WBS)* Guidelines contain guidelines for implementing WBS





terdiri dari ruang lingkup, prinsip dasar, kepemimpinan, perencanaan, dukungan, kerahasiaan dan perlindungan, operasional *whistleblowing management system*, evaluasi, hingga peningkatan kinerja.

### METODE PENYAMPAIAN LAPORAN PELANGGARAN

Pelapor dapat menyampaikan informasi yang disertai dengan dokumen pendukung. Laporan tersebut disampaikan melalui saluran komunikasi sebagai berikut:

based on ISO 37002:2021 which consists of scope, basic principles, leadership, planning, support, confidentiality and protection, operational *whistleblowing management system*, evaluation, to performance improvement.

### METHOD OF SUBMITTING VIOLATION REPORTS

The reporter can submit information accompanied by supporting documents. The report is submitted through the following communication channels:



**Website** | Website:  
<https://wbs.pupuk-indonesia.com/>



**Telepon** | Telephone:  
0548 – 41202 ext. 5170/5171



**SMS/Whatsapp** | SMS/Whatsapp:  
0811.1069.1069



**E-mail** | Email:  
[kode-etik@pupukkaltim.com](mailto:kode-etik@pupukkaltim.com)



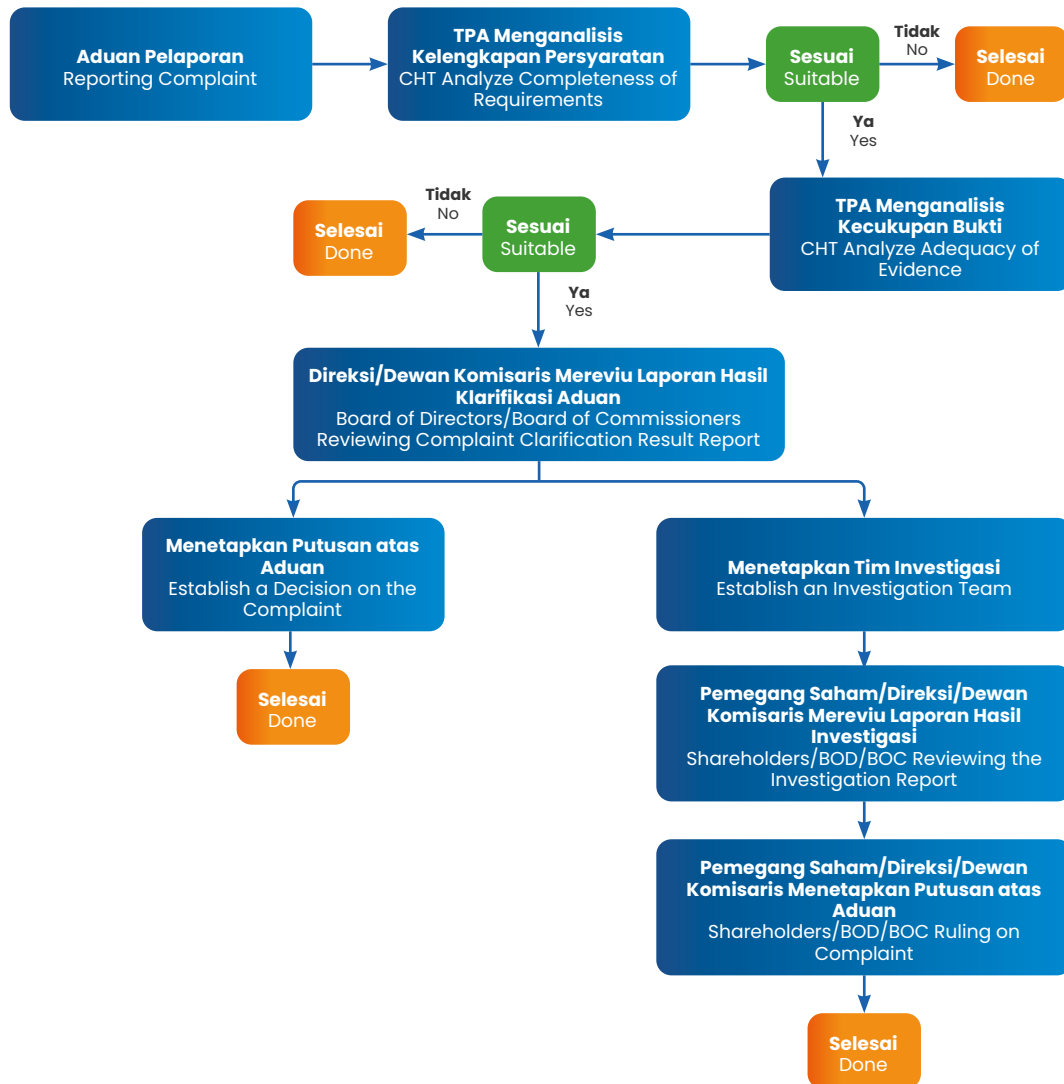
**Surat** | Letter:  
Tim Integritas dan GCG Pupuk Kaltim,  
Cq. Komp. Tata Kelola dan Manajemen Risiko  
Jl. James Simandjuntak No.1, Bontang Utara 75313  
Pupuk Kaltim Integrity and GCG Team,  
Cq. Comp. Governance and Risk Management  
Jl. James Simandjuntak No.1, North Bontang 75313





## Mekanisme Sistem Penyampaian Pelaporan Pelanggaran

Mechanism of Whistleblower Submission System



### PENANGANAN PELAPORAN ADUAN

Pupuk Kaltim menetapkan unit yang membidangi fungsi Kepatuhan di Perusahaan sebagai Tim Penanganan Aduan (TPA) yang bertugas mengelola WBMS. Penanganan laporan pengaduan dilakukan oleh TPA melalui proses investigasi atas aduan dan proses lain yang dibutuhkan.

1. Penanganan laporan pengaduan dilakukan oleh TPA melalui proses investigasi atas aduan dan proses lain yang dibutuhkan.
2. Perusahaan mengidentifikasi, menerapkan, mengomunikasikan, dan memelihara proses yang memastikan investigasi dilakukan secara tidak memihak oleh personel yang memenuhi syarat.
3. TPA harus adil dan tidak memihak unit yang bersangkutan, Pelapor dan subjek yang dilaporkan.
4. Proses hukum harus diperhatikan dalam setiap investigasi atas pelaporan dugaan pelanggaran.

### HANDLING OF COMPLAINT REPORTING

Pupuk Kaltim establishes a unit in charge of the Compliance function in the Company as the Complaint Handling Team (TPA) tasked with managing the WBMS. Handling of complaint reports is carried out by the TPA through an investigation process on complaints and other required processes.

1. Handling of complaint reports is carried out by the TPA through an investigation process on complaints and other required processes.
2. The Company identifies, implements, communicates, and maintains a process that ensures investigations are carried out impartially by qualified personnel.
3. The TPA must be fair and impartial to the unit concerned, the Reporter and the reported subject.
4. The legal process must be considered in every investigation of reporting alleged violations.





5. Sebagai contoh, Investigasi harus dilakukan tanpa bias dan pihak yang dilaporkan harus diberikan hak jawab sesuai kebutuhan dan diberikan pilihan untuk didampingi.
6. Pelaksanaan investigasi dapat dipertimbangkan untuk dilakukan oleh investigasi eksternal, terutama jika keahlian investigasi tidak tersedia secara internal atau di mana tidak terdapat garansi ketidakberpihakan dari investigator internal.
  - a. Proses audit investigatif merupakan langkah lanjutan dari hasil penelaahan/analisis pengaduan, yang dapat dilakukan berdasarkan rekomendasi dari Direktur Utama/Dewan Komisaris/Pemegang Saham. Pada tahap ini dilakukan pengumpulan data dan informasi melalui kegiatan pemeriksaan dan analisis dengan menggunakan data-data sekunder/data yang tersedia, untuk dapat ditarik kesimpulan dan tindak lanjut.
  - b. Pembentukan Tim Investigasi  
Tim Investigasi merupakan personil internal dan/atau eksternal Perusahaan yang ditunjuk melakukan audit investigatif, yang dalam penetapan dan pelaksanaan tugas tanggung jawabnya mengacu pada Prosedur Audit Khusus.
7. Dalam penyampaian dan penerimaan aduan, penilaian dan penanganan aduan dalam WBMS sekurang-kurangnya mengacu pada dokumen terkait yang berlaku di Perusahaan.

## PROSEDUR PELAPORAN PENGADUAN PELANGGARAN

Pupuk Kaltim menerapkan Prosedur Baku Pelaporan Pengaduan untuk mengatasi pelanggaran Kode Etik Perusahaan, khususnya yang terkait dengan isu integritas, seperti suap, korupsi, hadiah, dan kegiatan lain yang merugikan Perusahaan. Tata cara pelaporan pelanggaran serta pengelolaan pengaduan melibatkan langkah-langkah berikut:

1. Setiap Insan Pupuk Kaltim dan Pemangku Kepentingan lainnya dapat melaporkan pelanggaran yang dilakukan oleh karyawan, Direksi dan Komisaris baik secara anonim dan non-anonim melalui media pelaporan yang tersedia.
2. Hierarki otorisasi yang menangani pengaduan dugaan penyimpangan di Pupuk Kaltim sebagai berikut:

5. For example, Investigations must be carried out without bias and the reported party must be given the right to reply as needed and given the option to be accompanied.
6. The implementation of the investigation can be considered to be carried out by an external investigator, especially if investigative expertise is not available internally or where there is no guarantee of impartiality from the internal investigator.
  - a. The investigative audit process is a follow-up step from the results of the complaint review/analysis, which can be carried out based on recommendations from the President Director/Board of Commissioners/Shareholders. At this stage, data and information are collected through inspection and analysis activities using secondary data/available data, to draw conclusions and follow-up.
  - b. Formation of the Investigation Team  
The Investigation Team is an internal and/or external personnel of the Company appointed to conduct an investigative audit, which in determining and carrying out its duties and responsibilities refers to the Special Audit Procedure.
7. In submitting and receiving complaints, the assessment and handling of complaints in the WBMS at least refers to the relevant Documents applicable in the Company.

## COMPLAINT REPORTING PROCEDURE FOR VIOLATIONS

Pupuk Kaltim implements the Standard Complaint Reporting Procedure to address violations of the Company's Code of Ethics, especially those related to integrity issues, such as bribery, corruption, gifts, and other activities that are detrimental to the Company. Procedures for reporting violations and managing complaints involve the following steps:

1. Every Pupuk Kaltim employee and other stakeholders can report violations committed by employees, Directors and Commissioners both anonymously and non-anonymously through the available reporting media.
2. The hierarchy of authorities handling complaints of alleged irregularities at Pupuk Kaltim is as follows:

## Prosedur Pelaporan Pengaduan Pelanggaran

### Procedure for Reporting Complaints of Violations

| Terlapor Reported                                                                                                                                                                                                                                                           | Kewenangan PT Pupuk Indonesia (Persero)<br>Authority of PT Pupuk Indonesia (Persero) |                                    |                            | Kewenangan Pupuk Kaltim<br>Authority of Pupuk Kaltim |                                    |                            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|------------------------------------|----------------------------|------------------------------------------------------|------------------------------------|----------------------------|
|                                                                                                                                                                                                                                                                             | TPA                                                                                  | Tim Investigasi Investigation Team | Direksi Board of Directors | TPA                                                  | Tim Investigasi Investigation Team | Direksi Board of Directors |
| Dewan Komisaris<br>Board of Commissioners                                                                                                                                                                                                                                   | ✓                                                                                    | ✓                                  | ✓                          | x                                                    | x                                  | x                          |
| Direksi<br>Board of Directors                                                                                                                                                                                                                                               | ✓                                                                                    | ✓                                  | ✓                          | x                                                    | x                                  | x                          |
| Organ Pendukung Dewan Komisaris<br>Board of Commissioners Supporting Organs                                                                                                                                                                                                 | ✓                                                                                    | ✓                                  | ✓                          | x                                                    | x                                  | x                          |
| TPA                                                                                                                                                                                                                                                                         | x                                                                                    | x                                  | x                          | ✓ <sup>*)</sup>                                      | ✓                                  | ✓                          |
| Insan Pupuk Kaltim<br>Pupuk Kaltim Employees                                                                                                                                                                                                                                | x                                                                                    | x                                  | x                          | ✓                                                    | ✓                                  | ✓                          |
| Dewan Komisaris Anak Perusahaan/Organ Pendukung Dewan Komisaris Anak Perusahaan/Direksi Anak Perusahaan <sup>**)</sup><br>Board of Commissioners of Subsidiaries/Board of Commissioners Supporting Organs of Subsidiaries/Board of Directors of Subsidiaries <sup>**)</sup> | x                                                                                    | x                                  | x                          | ✓                                                    | x                                  | x                          |

✓ = Ya | Yes  
x = Tidak | No

<sup>\*)</sup> Anggota TPA yang menjadi Terlapor harus dinon-aktifkan sementara melalui Surat Direksi yang membawahi fungsi Tata Kelola dan Kepatuhan, sampai menunggu hasil pemeriksaan, verifikasi dan status pelanggaran.

TPA members who become Reported Parties must be temporarily deactivated through a Letter from the Board of Directors in charge of Governance and Compliance functions, pending the results of the examination, verification and status of the violation.

<sup>\*\*)</sup> Penanganan dugaan pelanggaran yang berkaitan dan/atau dilakukan oleh Dewan Komisaris Anak Perusahaan/Organ Pendukung Dewan Komisaris Anak Perusahaan/Direksi Anak Perusahaan akan diteruskan oleh pengelola WBS di masing-masing Anak Perusahaan kepada Direktur Utama Perusahaan dan ditembuskan kepada Pemegang Saham lainnya.

Handling of alleged violations related to and/or committed by the Board of Commissioners of Subsidiaries/Supporting Organs of the Board of Commissioners of Subsidiaries/Directors of Subsidiaries will be forwarded by the WBS manager in each Subsidiary to the Company's President Director and copied to other Shareholders.

## PERLINDUNGAN PADA PELAPOR DAN PETUGAS TERKAIT

Pupuk Kaltim senantiasa memberikan perlindungan baik kepada pelapor maupun pihak terkait lainnya. Bentuk-bentuk perlindungan antara lain namun tidak terbatas pada:

1. Perlindungan kerahasiaan informasi yang diberikan;
2. Perlindungan atas pengenaan sanksi administrasi/kepegawaian Perusahaan;
3. Perlindungan dari diskriminasi atau ancaman dari Terlapor dan pihak-pihak terkait penyimpangan yang dilaporkan;
4. Perlindungan berupa bantuan hukum bagi Pelapor dalam kondisi Pelapor mendapat tuntutan hukum dari pihak yang dilaporkan;
5. Bentuk perlindungan yang diberikan disesuaikan dengan bentuk ancaman/tindakan balasan yang diterima. Pemberian perlindungan dilakukan dengan tetap memperhatikan asas kerahasiaan dan ketentuan terkait yang berlaku di Perusahaan;

## PROTECTION FOR WHISTLEBLOWERS AND RELATED OFFICERS

Pupuk Kaltim always provides protection to both reporters and other related parties. Forms of protection include but are not limited to:

1. Protection of the confidentiality of information provided;
2. Protection against the imposition of administrative/employee sanctions by the Company;
3. Protection from discrimination or threats from the Reported Party and parties related to the reported deviation;
4. Protection in the form of legal assistance for Reporters in conditions where the Reporter receives a lawsuit from the reported party;
5. The form of protection provided is adjusted to the form of threat/retaliatory action received. Protection is provided while still considering the principle of confidentiality and related provisions applicable in the Company;





6. Perlindungan yang diberikan oleh Perusahaan melibatkan pengambilan langkah/upaya untuk mencegah potensi terjadinya kejadian yang merugikan untuk mencegah terjadinya hal yang membahayakan terjadi lebih lanjut;
7. Dukungan praktis kepada Pelapor dapat berupa dorongan dan meyakinkan Pelapor tentang nilai-nilai pelaporan Pengaduan dan mengambil langkah-langkah untuk membantu kesejahteraan mereka;
8. Dukungan tersebut dapat berupa dukungan secara emosional, finansial, hukum, atau reputasi.

### PERLINDUNGAN PIHAK YANG DILAPORKAN (TERLAPOR)

Pupuk Kaltim mengidentifikasi dan menerapkan strategi untuk melindungi pihak yang dilaporkan, melalui:

1. Melindungi identitas;
2. Melakukan investigasi dengan cara menjaga kerahasiaan dan tindakan yang tepat untuk memastikan bahwa pihak Terlapor tidak terekspos kemungkinan rusaknya reputasi (informasi dibagikan berdasarkan *need to know basis*);
3. Memastikan proses penanganan pelaporan termasuk investigasi dan asistensi/pendampingan dilakukan tepat waktu, adil, tidak memihak, dan rahasia;
4. Memberikan dukungan selama proses berlangsung, termasuk komunikasi secara reguler;
5. Jika tidak terdapat bukti kesalahan yang ditemukan, tindakan perbaikan dapat dipertimbangkan, misal perbaikan reputasi, keuangan, status pekerjaan.

### PIHAK YANG BERTANGGUNG JAWAB KHUSUS MELINDUNGI PELAPOR

1. Perusahaan melindungi Pelapor baik dari ancaman internal maupun eksternal melalui unit yang membidangi fungsi Tata Kelola dan Kepatuhan serta fungsi Hukum, serta fungsi lain di dalam Perusahaan yang memiliki kompetensi dalam menjamin perlindungan Pelapor;
2. Perusahaan dapat bekerja sama dengan Lembaga Perlindungan Saksi dan Korban (LPSK) dan/atau pihak eksternal lainnya dalam rangka pemberian perlindungan kepada seluruh pihak yang terkait dalam penanganan aduan pelanggaran.

### JUMLAH PENGADUAN DAN TINDAK LANJUT

Pada tahun 2024, terdapat 9 (sembilan) laporan dugaan pelanggaran yang masuk ke Pupuk Kaltim. Berikut status laporan per 31 Desember 2024.

6. Protection provided by the Company involves taking steps/efforts to prevent potential adverse events from occurring to prevent further harmful events from occurring;
7. Practical support to the Reporter can be in the form of encouragement and reassurance to the Reporter about the values of reporting the Complaint and taking steps to help their welfare;
8. Such support can be in the form of emotional, financial, legal, or reputational support.

### PROTECTION OF THE REPORTED PARTY

Pupuk Kaltim identifies and implements strategies to protect the reported party, through:

1. Protecting identity;
2. Conducting investigations by maintaining confidentiality and appropriate actions to ensure that the Reported party is not exposed to potential reputational damage (information is shared on a need to know basis);
3. Ensuring the reporting process including investigations and assistance/mentoring is carried out in a timely, fair, impartial, and confidential manner;
4. Providing support throughout the process, including regular communication;
5. If no evidence of wrongdoing is found, corrective action can be considered, for example improving reputation, finances, employment status.

### PARTY IN CHARGE OF PROTECTING THE WHISTLEBLOWER

1. The Company protects the Whistleblower from both internal and external threats through units that handle the Governance and Compliance functions and the Legal function, as well as other functions within the Company that have the competence to guarantee the protection of the Whistleblower;
2. The Company can cooperate with the Witness and Victim Protection Agency (LPSK) and/or other external parties in order to provide protection to all parties involved in handling complaints of violations.

### NUMBER OF COMPLAINTS AND FOLLOW-UP

In 2024, there were 9 (nine) reports of alleged violations submitted to Pupuk Kaltim. The following is the report status as of December 31, 2024.

## Laporan Dugaan Pelanggaran Tahun 2024

## 2024 Alleged Violation Report

| Jumlah Pelaporan<br>Number of Reports | Perihal<br>Regarding                                                                                                        | Keterangan<br>Information                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5                                     | Penyimpangan Kode Etik/Perilaku dan Peraturan Perusahaan<br><br>Deviation of Code of Ethics/Conduct and Company Regulations | <ul style="list-style-type: none"> <li>• 1 (satu) laporan selesai ditindaklanjuti</li> <li>• 2 (dua) laporan kategori aduan dugaan pelanggaran lain dan diteruskan ke Tim internal Lainnya yang menangani</li> <li>• 1 (satu) laporan dalam proses verifikasi TPA 2</li> <li>• 1 (satu) laporan dalam proses investigasi</li> <li>• 1 (one) report has been followed up</li> <li>• 2 (two) reports in the category of complaints of alleged other violations and forwarded to the Other internal Team that handles</li> <li>• 1 (one) report in the TPA 2 verification process</li> <li>• 1 (one) report in the investigation process</li> </ul> |
| 2                                     | Gratifikasi<br><br>Gratification                                                                                            | 2 (dua) laporan tidak memenuhi persyaratan dan telah ditutup<br>2 (two) reports do not meet the requirements and have been closed                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 1                                     | Benturan Kepentingan<br>Conflict of Interest                                                                                | 1 (satu) laporan tidak terbukti dan telah ditutup<br>1 (one) report is not proven and has been closed                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 1                                     | Audit Sistem Manajemen Anti Penyuapan<br>Audit of Anti-Bribery Management System                                            | 1 (satu) laporan bukan aduan pelanggaran<br>1 (one) report is not a complaint of violation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

## SANKSI DAN TINDAK LANJUT ATAS PENGADUAN YANG TELAH SELESAI DIPROSES

Sanksi administrasi dan/atau sanksi lain sesuai ketentuan peraturan perundang-undangan yang berlaku akan dikenakan pada:

1. Pimpinan unit dan atau unit kerja yang menolak pemeriksaan oleh tim pemeriksa;
2. Pimpinan unit dan atau unit kerja yang tidak menindaklanjuti rekomendasi laporan hasil pemeriksaan atas pengaduan karyawan dan pihak berkepentingan sebagaimana mestinya;
3. Pimpinan unit dan atau unit kerja yang melindungi pegawai/pejabat yang melanggar aturan;
4. Terlapor yang terbukti melakukan pelanggaran/penyimpangan.

## SOSIALISASI WBS

Selama tahun 2024, Pupuk Kaltim secara rutin melakukan sosialisasi mengenai Pedoman Pelaporan Dugaan Penyimpangan (WBS) kepada Insan Pupuk Kaltim dan Pemangku Kepentingan di luar Pupuk Kaltim. Sosialisasi bertujuan untuk memberikan informasi bahwa Perusahaan telah memiliki media pelaporan dugaan penyimpangan yang tanggap, transparan, aman, dan bertanggung jawab.

Kegiatan sosialisasi dilakukan melalui berbagai media antara lain pemaparan dalam forum internal maupun eksternal bersama vendor, distributor, masyarakat dan mitra binaan, pembagian buku saku, publikasi dalam website Perusahaan, portal Perusahaan, e-mail karyawan dan media sosial.

## SANCTIONS AND FOLLOW-UP ON COMPLAINTS THAT HAVE BEEN PROCESSED

Administrative sanctions and/or other sanctions in accordance with the provisions of applicable laws and regulations will be imposed on:

1. Unit and/or work unit leaders who refuse to be examined by the examination team;
2. Unit and/or work unit leaders who do not follow up on the recommendations of the examination report on employee and interested party complaints as appropriate;
3. Unit and/or work unit leaders who protect employees/officials who violate the rules;
4. Reported parties who are proven to have committed violations/deviations.

## WBS SOCIALIZATION

During 2024, Pupuk Kaltim routinely socialized the Guidelines for Reporting Alleged Deviations (WBS) to Pupuk Kaltim Personnel and Stakeholders outside Pupuk Kaltim. The socialization aims to provide information that the Company has a responsive, transparent, safe, and responsible media for reporting alleged deviations.

Socialization activities are carried out through various media, including presentations in internal and external forums with vendors, distributors, the community and fostered partners, distribution of pocket books, publications on the Company's website, Company portal, employee e-mails and social media.







Sosialisasi yang dilakukan secara tatap muka dilakukan bersamaan dengan sosialisasi penerapan GCG, Kode Etik Perusahaan, Pengendalian Gratifikasi, Laporan Harta Kekayaan Penyelenggara Negara (LHKPN), Pedoman Pengendalian Gratifikasi dan Sistem Manajemen Anti Penyuapan.

Selain itu, pada 2024 juga dilakukan Internalisasi WBS Terintegrasi Pupuk Indonesia Group dengan tema “Membangun Bisnis yang Berkelanjutan Dimulai dengan Pencegahan dan Pendeteksian *Fraud* melalui Optimalisasi Whistleblowing System Terintegrasi” yang dilakukan secara online pada 26 Agustus 2024 oleh Pupuk Indonesia.

### LAPORAN EVALUASI PELAKSANAAN KEBIJAKAN WBS

Setiap awal tahun, Organ Pendukung Dewan Komisaris melakukan evaluasi atas penerapan kebijakan WBS di Perusahaan. Evaluasi tersebut mengenai efektivitas pengendalian WBS, seperti ketersediaan kebijakan, infrastruktur, pelaporan, dan sosialisasi WBS.

Sementara pada akhir tahun, Tim WBS dan Satuan Pengawasan Intern melakukan evaluasi penerapan, pedoman dan prosedur WBS dan dilaporkan kepada Direksi oleh SVP Tata Kelola dan Manajemen Risiko. Pupuk Kaltim juga melaporkan penerapan WBS kepada Pemegang Saham secara rutin setiap bulan sesuai dengan arahan RUPS yang membahas tentang RKAP.

The socialization carried out face-to-face is carried out simultaneously with the socialization of the implementation of GCG, the Company's Code of Ethics, Gratification Control, State Officials' Wealth Report (LHKPN), Gratification Control Guidelines and the Anti-Bribery Management System.

In addition, in 2024, the Integrated WBS Internalization of Pupuk Indonesia Group was also carried out with the theme “Building a Sustainable Business Starting with Fraud Prevention and Detection through Optimization of the Integrated Whistleblowing System” which was carried out online on August 26, 2024 by Pupuk Indonesia.

### WBS POLICY IMPLEMENTATION EVALUATION REPORT

At the beginning of each year, the Board of Commissioners' Supporting Organs evaluate the implementation of the WBS policy in the Company. The evaluation concerns the effectiveness of WBS control, such as the availability of policies, infrastructure, reporting, and WBS socialization.

Meanwhile, at the end of the year, the WBS Team and Internal Audit Unit evaluate the implementation, guidelines and procedures of WBS and report to the Board of Directors by the SVP of Governance and Risk Management. Pupuk Kaltim also reports the implementation of WBS to Shareholders routinely every month in accordance with the direction of the GMS discussing the RKAP.



## Kebijakan mengenai Pemenuhan Hak-Hak Kreditur

### Policy regarding Fulfillment of Creditors' Rights

Pupuk Kaltim telah memiliki Kebijakan Terhadap Kreditur dan Investor. Kebijakan ini sebagai bentuk penerapan prinsip kehati-hatian, transparansi, dan integritas dalam menerima pinjaman serta investasi. Kebijakan ini mengatur tentang pemenuhan hak-hak. Poin-poin yang diatur dalam kebijakan ini adalah:

1. PT Pupuk Kaltim menerima pinjaman/penanaman modal hanya ditujukan untuk kepentingan bisnis dan peningkatan nilai tambah Perusahaan;
2. PT Pupuk Kaltim memilih kreditur/investor berdasarkan pada aspek kredibilitas dan bonafiditas yang dapat dipertanggungjawabkan;
3. PT Pupuk Kaltim menyediakan informasi yang aktual dan prospektif bagi calon kreditur/investor terkait dengan rencana penggunaan dana;
4. PT Pupuk Kaltim tidak menerima sumber dana yang berasal dari dan atau ditujukan untuk pencucian uang;
5. PT Pupuk Kaltim menerima pinjaman/penanaman modal yang diikat melalui perjanjian yang sah dengan klausul perjanjian mengedepankan itikad baik dan prinsip kewajaran (*fairness*); yang
6. PT Pupuk Kaltim menjalin kerja sama bisnis dengan kreditur/investor dengan prinsip saling menguntungkan.

Untuk pemenuhan hak-hak kreditur dilakukan berdasarkan pada kontrak atau kesepakatan kerja yang telah disepakati khususnya terkait pengungkapan informasi atau laporan Perusahaan.

Pupuk Kaltim has a Policy for Creditors and Investors. This policy is a form of implementing the principles of prudence, transparency, and integrity in receiving loans and investments. This policy regulates the fulfillment of rights. The points regulated in this policy are:

1. PT Pupuk Kaltim receives loans/investments only for business interests and increasing the Company's added value;
2. PT Pupuk Kaltim selects creditors/investors based on accountable credibility and bona fides;
3. PT Pupuk Kaltim provides actual and prospective information for prospective creditors/investors related to the planned use of funds;
4. PT Pupuk Kaltim does not accept sources of funds originating from and/or intended for money laundering;
5. PT Pupuk Kaltim receives loans/investments that are bound by a valid agreement with an agreement clause prioritizing good faith and the principle of fairness; which
6. PT Pupuk Kaltim establishes business cooperation with creditors/investors with the principle of mutual benefit.

Fulfillment of creditor rights is carried out based on the agreed contract or work agreement, especially regarding disclosure of information or Company reports.





## Kebijakan *Insider Trading* Insider Trading Policy

Sampai dengan 31 Desember 2024, Pupuk Kaltim belum memiliki kebijakan yang secara khusus mengatur mengenai *insider trading*. Namun, hal ini telah diatur dalam Pedoman Kode Etik dan Perilaku Perusahaan sesuai Surat Keputusan Bersama Dewan Komisaris PT Pupuk Kalimantan Timur No. KEP-02/KB/KOM-PKT/VIII.2024 dan Direksi PT Pupuk Kalimantan Timur No. 2/KB/DIR-DK/VIII.2024 tentang Pedoman Etika dan Perilaku (*Code of Conduct*) di PT Pupuk Kalimantan Timur. Dalam Pedoman Etika dan Perilaku, diatur:

1. Insan Perusahaan yang memiliki akses informasi material tidak boleh menyalahgunakan jabatan dan pekerjaannya dalam mengungkapkan informasi material yang dapat mempengaruhi keputusan investor/pihak berkepentingan.
2. Insan Perusahaan dilarang memberikan informasi orang dalam kepada Pihak mana pun yang patut diduga dapat menggunakan informasi dimaksud untuk melakukan pembelian atau penjualan atas barang/jasa.

Peraturan mengenai *insider trading* ini merupakan bentuk pencegahan penyalahgunaan informasi material yang belum atau tidak dipublikasikan oleh pihak dalam (*insider*) suatu perusahaan untuk keuntungan pribadi atau kelompok tertentu.

As of December 31, 2024, Pupuk Kaltim does not have a policy that specifically regulates insider trading. However, this has been regulated in the Company's Code of Ethics and Conduct Guidelines in accordance with the Joint Decree of the Board of Commissioners of PT Pupuk Kalimantan Timur No. KEP-02/KB/KOM-PKT/VIII.2024 and the Board of Directors of PT Pupuk Kalimantan Timur No. 2/KB/DIR-DK/VIII.2024 concerning the Code of Conduct at PT Pupuk Kalimantan Timur. The Code of Ethics and Conduct stipulates:

1. Company personnel who have access to material information must not abuse their position and work in disclosing material information that can influence the decisions of investors/interested parties.
2. Company personnel are prohibited from providing insider information to any party who is reasonably suspected of being able to use the information in question to make purchases or sales of goods/services.

This regulation regarding insider trading is a form of prevention of misuse of material information that has not been or is not published by insiders of a company for personal or group gain.



# Kebijakan **Antikorupsi**

## Anti-Corruption Policy

Pupuk Kaltim memiliki komitmen kuat dalam pencegahan korupsi melalui kebijakan anti korupsi yang tercantum dalam Kode Etik, Sistem Manajemen Anti Penyuapan, Pengendalian Gratifikasi, dan Pedoman *Fraud Control System*. Pedoman-pedoman ini secara komprehensif mengatur prosedur dan langkah-langkah yang harus diambil untuk menangani dan mencegah praktik korupsi di seluruh lingkungan Perusahaan. Hal ini mencerminkan dedikasi Pupuk Kaltim dalam menciptakan budaya integritas, etika, dan transparansi dalam setiap aspek kegiatan operasionalnya.

### **BENTUK SOSIALISASI ANTIKORUPSI YANG DILAKUKAN PERUSAHAAN**

Sebagai wujud komitmen Perusahaan dalam penegakan Anti Korupsi, setiap tahun Pupuk Kaltim senantiasa melaksanakan peringatan Hari Anti Korupsi Sedunia (HAKORDIA) yang jatuh pada 9 Desember. Setiap tahunnya, Pupuk Kaltim selalu menysasar peserta yang berbeda-beda agar jiwa antikorupsi dapat terinternalisasi ke seluruh pemangku kepentingan. Berikut adalah rangkaian kegiatan peringatan HAKORDIA yang dilakukan Perusahaan di tahun 2024, dan sekaligus sebagai sarana sosialisasi program dan kebijakan Antikorupsi yang dilakukan, baik kepada Insan Pupuk Kaltim maupun masyarakat luas:

1. *Sharing Session* bersama Pupuk Indonesia Group secara *online* dengan tema “Penguatan Budaya Antikorupsi di Lingkungan Insan Perusahaan dan Keluarga Pupuk Indonesia Group: Sinergi Integritas Menuju Indonesia Emas 2045 untuk Masa Depan Bersih dan Berkelanjutan”. Acara ini diikuti oleh karyawan yang berada di bawah Pupuk Indonesia Group sebagai bentuk penerapan *Anti-Fraud* di Perusahaan.
2. Lomba video untuk Pupuk Indonesia Group dengan Tema “Teguhkan Komitmen, Berantas Korupsi untuk Indonesia Maju”. Lomba ini merupakan lomba antar kompartemen di Pupuk Indonesia Group.
3. Peringatan HAKORDIA Pupuk Kaltim.

Pupuk Kaltim upholds a strong commitment to corruption prevention through its anti-corruption policies, which are embedded in the Code of Ethics, Anti-Bribery Management System, Gratification Control, and Fraud Control System Guidelines. These frameworks comprehensively regulate procedures and preventive measures to combat corruption across all company operations. This reflects Pupuk Kaltim’s dedication to fostering a culture of integrity, ethics, and transparency in every aspect of its business activities.

### **ANTI-CORRUPTION AWARENESS INITIATIVES**

As part of its commitment to enforcing anti-corruption measures, Pupuk Kaltim annually commemorates International Anti-Corruption Day (HAKORDIA) on December 9. Each year, the company targets different stakeholders to ensure that the anti-corruption mindset is instilled across all levels. The following are the key HAKORDIA 2024 initiatives, serving as both awareness programs and a platform for communicating Pupuk Kaltim’s anti-corruption policies to employees and the broader community:

1. Online Sharing Session with Pupuk Indonesia Group – Themed “Strengthening an Anti-Corruption Culture within the Pupuk Indonesia Group: Integrity Synergy Towards a Clean and Sustainable Future for Indonesia Gold 2045,” this session engaged employees across the Pupuk Indonesia Group as part of the company’s anti-fraud enforcement efforts.
2. Video Competition for Pupuk Indonesia Group – Themed “Strengthen Commitment, Eradicate Corruption for an Advanced Indonesia,” this inter-departmental competition within Pupuk Indonesia Group encouraged creative engagement in promoting anti-corruption values.
3. Pupuk Kaltim HAKORDIA Commemoration.





| 2022                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 2023                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
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| <p><b>Tema:</b><br/>"Bersatu, Cegah Korupsi di Mulai Sejak Dini"</p> <p><b>Narasumber:</b></p> <ul style="list-style-type: none"> <li>Samuel Situmorang (BPKP Prov Kaltim)</li> <li>Inspektorat Kota Bontang</li> <li>Hana Pratiwi (Pemuda Pelopor Samarinda)</li> </ul> <p><b>Tempat:</b><br/>Gedung Koperasi Karyawan</p> <p><b>Peserta:</b></p> <ul style="list-style-type: none"> <li>Siswa SMA/SMK/MA Kota Bontang</li> <li>Perwakilan Mahasiswa di Kota Bontang</li> </ul> <p><b>Lomba Acara:</b><br/>Cerdas Cermat Antar Sekolah SMA/SMK/MA</p> <p><b>Theme:</b><br/>"Unite, Prevent Corruption Starting Early"</p> <p><b>Speakers:</b></p> <ul style="list-style-type: none"> <li>Samuel Situmorang (BPKP East Kalimantan Province)</li> <li>Inspectorate of Bontang City</li> <li>Hana Pratiwi (Pemuda Pelopor Samarinda)</li> </ul> <p><b>Venue:</b><br/>Employee Cooperative Building</p> <p><b>Participants:</b></p> <ul style="list-style-type: none"> <li>High School/Vocational High School/ Islamic High School Students of Bontang City</li> <li>Student Representatives in Bontang City</li> </ul> <p><b>Event Competition:</b><br/>Inter-School Quiz for High Schools/ Vocational High Schools/Islamic High Schools</p> | <p><b>Tema:</b><br/>"Sinergi Berantas Korupsi untuk Hidup Lebih Maju"</p> <p><b>Narasumber:</b></p> <ul style="list-style-type: none"> <li>Hisyam Wahyudi (BPKP Kaltim)</li> <li>Syarial Trianda (Inspektorat Kota Bontang)</li> </ul> <p><b>Tempat:</b><br/>Gedung Koperasi Karyawan</p> <p><b>Peserta:</b></p> <ul style="list-style-type: none"> <li>Perwakilan dari setiap kelurahan yang ada di Bontang</li> <li>Karyawan PKT</li> </ul> <p><b>Lomba Acara:</b><br/>Ular Tangga Antikorupsi, Menti Kuis</p> <p><b>Theme:</b><br/>"Synergy to Eradicate Corruption for a More Advanced Life"</p> <p><b>Speakers:</b></p> <ul style="list-style-type: none"> <li>Hisyam Wahyudi (BPKP East Kalimantan)</li> <li>Syarial Trianda (Inspectorate of Bontang City)</li> </ul> <p><b>Venue:</b><br/>Employee Cooperative Building</p> <p><b>Participants:</b></p> <ul style="list-style-type: none"> <li>Representatives from each sub-district in Bontang</li> <li>PKT Employees</li> </ul> <p><b>Event Competition:</b><br/>Anti-Corruption Snakes and Ladders, Menti Quiz</p> | <p><b>Tema:</b><br/>"Teguhkan Komitmen, Berantas Korupsi untuk Indonesia Maju"</p> <p><b>Narasumber:</b></p> <ul style="list-style-type: none"> <li>Esther Rosaline (Trainer dan Konsultan dari CRMS Indonesia)</li> </ul> <p><b>Tempat:</b><br/>Gedung Wijaya Kusuma (Gedung Kantin PKT)</p> <p><b>Peserta:</b></p> <ul style="list-style-type: none"> <li>21 Perusahaan di Kota Bontang</li> <li>Karyawan PKT</li> </ul> <p><b>Lomba Acara:</b><br/>Infografis, <i>e-learning</i> antikorupsi, Mentimeter, Ular Tangga</p> <p><b>Theme:</b><br/>"Strengthen Commitment, Eradicate Corruption for Indonesia Maju"</p> <p><b>Source:</b></p> <ul style="list-style-type: none"> <li>Esther Rosaline (Trainer and Consultant from CRMS Indonesia)</li> </ul> <p><b>Venue:</b><br/>Wijaya Kusuma Building (PKT Canteen Building)</p> <p><b>Participants:</b></p> <ul style="list-style-type: none"> <li>21 Companies in Bontang City</li> <li>PKT Employees</li> </ul> <p><b>Event Competition:</b><br/>Infographics, Anti-corruption E-learning, Mentimeter, Snakes and Ladders</p> |





Tahun 2024, Pupuk Kaltim melaksanakan peringatan HAKORDIA dengan tema “Teguhkan Komitmen Berantas Korupsi untuk Indonesia Maju”. Rangkaian kegiatan HAKORDIA tahun 2024 meliputi:

1. Lomba cover lagu “Biasakan yang Benar” oleh KPK dan lomba video “*Integrity is Our Identity*” yang dibuka untuk masyarakat umum dengan rentang waktu pengumpulan video 10 November–10 Desember 2024.
2. Lomba belajar mandiri secara *online* terkait hari antikorupsi, penerapan GCG, dan Kepatuhan untuk peserta Perusahaan, yang dapat di akses secara *online* pada aplikasi Interiskting dengan alamat <https://elearning.interiskting.com>.
3. Lomba Infografis Pencegahan Korupsi di Tempat Kerja, yang diikuti oleh 19 Perusahaan dari total 21 Perusahaan yang berpartisipasi menjadi Peserta.
4. *Talkshow* terkait Antikorupsi dengan total Peserta internal dan eksternal adalah sebanyak 178 orang pada 12 Desember 2024.
5. *Game* Edukatif (permainan ular tangga serta kuis Mentimeter) pada 12 Desember 2024.
6. Penghargaan kepada 9 (sembilan) pelapor gratifikasi teraktif sepanjang tahun 2024 pada 12 Desember 2024.
7. Publikasi rangkaian acara yang dipublikasikan pada laman YouTube, Instagram, X, TikTok Pupuk Kaltim selama Desember 2024.

Selain rangkaian HAKORDIA yang selalu dilaksanakan secara tahunan, Pupuk Kaltim juga bekerja sama dengan KPK RI untuk mengadakan pelatihan gratifikasi, suap dan korupsi melalui *e-learning* yang diikuti 150 karyawan.

In 2024, Pupuk Kaltim will hold a HAKORDIA commemoration with the theme “Strengthen the Commitment to Eradicating Corruption for Advanced Indonesia”. The series of HAKORDIA activities in 2024 include:

1. Cover competition for the song “Biasakan yang Benar” by the KPK and the video competition “*Integrity is Our Identity*” which is open to the general public with a video submission period of November 10 – December 10, 2024
2. Online independent learning competition related to anti-corruption day, GCG implementation, and Compliance for Company participants. Online learning is carried out in 2024 which can be accessed online on the Interiskting application at the address <https://elearning.interiskting.com>.
3. Infographic Competition on Prevention of Corruption in the Workplace, which was attended by 19 companies out of a total of 21 companies participating as participants.
4. Talkshow on Anti-Corruption with a total of 178 internal and external participants on December 12, 2024.
5. Educational Games (snakes and ladders game and Mentimeter quiz) on December 12, 2024.
6. Awards to 9 (nine) most active gratification reporters throughout 2024 on December 12, 2024.
7. Publication of a series of events published on Pupuk Kaltim’s YouTube, Instagram, X, TikTok pages during December 2024.

In addition to the HAKORDIA series which is always held annually, Pupuk Kaltim also collaborates with KPK RI to conduct training on gratification, bribery and corruption through e-learning which was attended by 150 employees.





# Kebijakan Pengendalian Gratifikasi

## Gratification Control Policy

Perusahaan menegaskan komitmennya untuk menjalankan bisnis dengan prinsip-prinsip yang bebas dari Korupsi, Kolusi, dan Nepotisme (KKN). Pendekatan ini tidak hanya bertujuan untuk mencapai keuntungan semata, tetapi juga memastikan bahwa setiap aspek bisnis dijalankan dengan memperhatikan prinsip-prinsip GCG. Dengan demikian, Perusahaan berupaya menempatkan integritas dan etika sebagai landasan utama dalam setiap keputusan dan operasionalnya.

### KEBIJAKAN PENGENDALIAN GRATIFIKASI

Kebijakan Pengendalian Gratifikasi Pupuk Kaltim tertuang dalam Kode Etik Perusahaan. Pengendalian Gratifikasi di Perusahaan mengikuti Pedoman Pengendalian Gratifikasi Pupuk Kaltim berdasarkan SK Direksi No. 76/DIR/IX.23 tanggal 26 September 2023.

Peran aktif Direksi dan Dewan Komisaris sangat penting dalam mendukung program pengendalian gratifikasi. Hal ini tercermin dalam penandatanganan Pernyataan Komitmen Penerapan Pengendalian Gratifikasi PT Pupuk Indonesia (Persero) dan Anak Perusahaan. Penandatanganan ini dilakukan secara langsung oleh Direksi dan Dewan Komisaris Pupuk Kaltim, disaksikan oleh Direktur Gratifikasi Komisi Pemberantasan Korupsi. Dengan demikian, Perusahaan menunjukkan komitmennya untuk menjaga kebersihan dan integritas dalam setiap aspek operasionalnya.

### UNIT PENGENDALIAN GRATIFIKASI

Untuk memperkuat pengendalian Gratifikasi di Perusahaan, Pupuk Kaltim telah memiliki Unit Pengendali Gratifikasi (UPG) sejak tahun 2015. Berdasarkan pedoman pengendalian gratifikasi terbaru Pupuk Kaltim, tugas dan tanggung jawab UPG adalah:

1. Menerima, mereview, mengadministrasikan laporan permintaan, penerimaan, penolakan, dan pemberian gratifikasi dari Insan Pupuk Kaltim;
2. Menyalurkan laporan permintaan, penerimaan, penolakan, dan pemberian gratifikasi kepada KPK;
3. Menyampaikan hasil pengelolaan laporan gratifikasi dan usulan pedoman pengendalian gratifikasi kepada Direksi dan kepada KPK yang dikoordinasikan oleh PT Pupuk Indonesia (Persero);
4. Melakukan pemeliharaan barang gratifikasi sampai adanya penetapan status barang tersebut;
5. Memberikan rekomendasi tindak lanjut kepada SPI jika terjadi pelanggaran atas peraturan ini oleh Insan Pupuk Kaltim;
6. Melakukan pengkajian titik rawan terjadinya potensi gratifikasi di lingkungan perusahaan;

The Company affirms its commitment to running a business with principles that are free from Corruption, Collusion, and Nepotism (KKN). This approach is not only aimed at achieving profit alone, but also ensuring that every aspect of the business is carried out by paying attention to the principles of GCG. Thus, the Company strives to place integrity and ethics as the main foundation in every decision and operation.

### GRATIFICATION CONTROL POLICY

Pupuk Kaltim's Gratification Control Policy is stated in the Company's Code of Ethics. Gratification Control in the Company follows the Pupuk Kaltim Gratification Control Guidelines based on the Decree of the Board of Directors No. 76/DIR/IX.23 dated September 26, 2023.

The active role of the Board of Directors and Board of Commissioners is very important in supporting the gratification control program. This is reflected in the signing of the Statement of Commitment to the Implementation of Gratification Control of PT Pupuk Indonesia (Persero) and Subsidiaries. This signing was carried out directly by the Board of Directors and Board of Commissioners of Pupuk Kaltim, witnessed by the Director of Gratification of the Corruption Eradication Commission. Thus, the Company demonstrates its commitment to maintaining cleanliness and integrity in every aspect of its operations.

### GRATIFICATION CONTROL UNIT

To strengthen Gratification control in the Company, Pupuk Kaltim has had a Gratification Control Unit (UPG) since 2015. Based on the latest gratification control guidelines of Pupuk Kaltim, the duties and responsibilities of the UPG are:

1. Receive, review, and administer reports of requests, acceptance, rejection, and provision of gratuities from Pupuk Kaltim personnel;
2. Channeling reports of requests, acceptance, rejection, and provision of gratuities to the KPK;
3. Submit the results of the management of gratification reports and proposed guidelines for gratification control to the Board of Directors and to the KPK which is coordinated by PT Pupuk Indonesia (Persero);
4. Maintain gratification items until the status of the items is determined;
5. Provide recommendations for follow-up actions to SPI if there is a violation of this regulation by Pupuk Kaltim personnel;
6. Conducting assessments of vulnerable points for potential gratification in the company environment;

7. Mengusulkan kebijakan/pedoman pengelolaan, pembentukan lingkungan anti gratifikasi dan pencegahan korupsi di lingkungan Perusahaan melalui program sosialisasi dan diseminasi;
8. Mengoordinasikan kegiatan diseminasi aturan etika gratifikasi kepada pihak internal dan eksternal instansi; dan
9. Secara berkala memberikan informasi dan sosialisasi kepada seluruh karyawan maupun pihak ketiga/eksternal terkait dengan adanya Pedoman Pengendalian Gratifikasi;
10. Dalam implementasinya, UPG dapat mengusulkan dan membuat sistem pengelolaan gratifikasi berbasis Teknologi Informasi;
11. Memberikan informasi yang jelas kepada pihak manapun terkait dengan ketentuan yang terdapat dalam Pedoman Pengendalian Gratifikasi;
12. Menugaskan Unit Pengendali Gratifikasi memonitor pelaksanaan/implementasi Pedoman ini dan memberikan laporan secara berkala 6 (enam) bulan sekali kepada Direksi termasuk laporan-laporan yang timbul setelah adanya ketentuan ini.

#### **RUANG LINGKUP PENGENDALIAN GRATIFIKASI**

Pupuk Kaltim mengatur ruang lingkup gratifikasi:

1. Permintaan gratifikasi;
2. Penolakan terhadap gratifikasi;
3. Penerimaan terhadap gratifikasi;
4. Pemberian terhadap gratifikasi.

#### **PERLINDUNGAN PELAPORAN GRATIFIKASI**

Pupuk Kaltim memberikan upaya perlindungan bagi pelapor yang patuh terhadap ketentuan gratifikasi berupa:

1. Perlindungan dari tindakan balasan atau perlakuan yang bersifat administratif kepegawaian yang tidak objektif dan merugikan pelapor, antara lain namun tidak terbatas pada penurunan peringkat jabatan, penurunan penilaian, usulan pemindahan tugas/mutasi atau hambatan karier lainnya;
2. Pemindahtugasan/mutasi bagi pelapor dalam hal timbul intimidasi atau ancaman fisik terhadap pelapor;
3. Bantuan hukum sesuai dengan ketentuan yang berlaku di lingkungan Perusahaan.

#### **SANKSI ATAS PELANGGARAN**

Pupuk Kaltim menerapkan kebijakan pengendalian gratifikasi secara tegas sebagai bagian integral dari sistem nilai dan etika Perusahaan. Konsekuensinya, pelanggaran terhadap ketentuan dalam pedoman pengendalian gratifikasi akan mengakibatkan penerapan sanksi sesuai dengan peraturan internal yang berlaku di Perusahaan. Pelanggaran juga berpotensi mendapat sanksi tindak pidana suap sesuai dengan ketentuan perundang-undangan yang berlaku di Indonesia. Dengan demikian, Perusahaan menegaskan komitmennya untuk menjaga integritas dan transparansi dalam seluruh aspek kegiatan operasionalnya.

7. Proposing policies/management guidelines, the establishment of an anti-gratification environment and prevention of corruption in the Company environment through socialization and dissemination programs;
8. Coordinating dissemination activities of gratification ethics rules to internal and external parties of the agency; and
9. Periodically provide information and socialization to all employees and third parties / external parties related to the existence of Gratification Control Guidelines;
10. In its implementation, UPG can propose and create an Information Technology-based gratification management system;
11. Provide clear information to any party related to the provisions contained in the Gratification Control Guidelines;
12. Assigning the Gratification Control Unit to monitor the implementation of these Guidelines and provide periodic reports every 6 (six) months to the Board of Directors including reports arising after this provision.

#### **SCOPE OF GRATIFICATION CONTROL**

Pupuk Kaltim regulates the scope of gratification:

1. Request for gratification;
2. Rejection of gratification;
3. Acceptance of gratification;
4. Giving of gratification.

#### **PROTECTION FOR REPORTING GRATIFICATION**

Pupuk Kaltim provides protection efforts for reporters who comply with the provisions on gratification in the form of:

1. Protection from retaliatory actions or administrative treatment of non-objective personnel that is detrimental to the reporter, including but not limited to demotion, proposals for transfer/mutation or other career obstacles;
2. Transfer/mutation for reporters in the event of intimidation or physical threats against the reporter;
3. Legal assistance in accordance with the provisions applicable in the Company's environment.

#### **SANCTIONS FOR VIOLATIONS**

Pupuk Kaltim implements a firm gratification control policy as an integral part of the Company's value and ethics system. Consequently, violations of the provisions in the gratification control guidelines will result in the application of sanctions in accordance with the internal regulations applicable in the Company. Violations also have the potential to be subject to sanctions for bribery in accordance with the provisions of the laws and regulations applicable in Indonesia. Thus, the Company confirms its commitment to maintaining integrity and transparency in all aspects of its operational activities.





### GRATIFIKASI ONLINE

Sebagai salah satu wujud penerapan GCG, Pupuk Kaltim membuat sistem pelaporan gratifikasi yang memudahkan seluruh Insan Pupuk Kaltim untuk melaporkan penerimaan gratifikasi, permintaan gratifikasi, penolakan gratifikasi, dan pemberian gratifikasi melalui aplikasi Gratifikasi Online (GRANOL). Alamat situs web GRANOL dapat diakses pada [granol.pupukkaltim.com](http://granol.pupukkaltim.com).

### PENGHARGAAN PELAPORAN GRATIFIKASI

Sebagai wujud komitmen dalam penerapan GCG dan juga sebagai bentuk apresiasi, Pupuk Kaltim memberikan apresiasi dalam penegakan Gratifikasi di Perusahaan, antara lain:

1. Pemberian piagam sertifikat kepada karyawan yang secara proaktif melaporkan gratifikasi di GRANOL yang ditandatangani oleh Direktur Utama yang diberikan setiap rapat monitoring Direksi.
2. Pemberian penghargaan dan apresiasi kepada Karyawan yang teraktif dalam melaporkan gratifikasi pada acara HAKORDIA Pupuk Kaltim 2024.
3. Pemberian penghargaan dan apresiasi kepada Karyawan yang laporannya diteruskan ke KPK RI sepanjang tahun 2024.

### ONLINE GRATIFICATION

As one form of GCG implementation, Pupuk Kaltim has created a gratification reporting system that makes it easy for all Pupuk Kaltim employees to report receiving gratification, requesting gratification, rejection of gratification, and giving gratification through the Online Gratification (GRANOL) application. The GRANOL website address can be accessed at [granol.pupukkaltim.com](http://granol.pupukkaltim.com).

### GRATIFICATION REPORTING AWARD

As a form of commitment to implementing GCG and also as a form of appreciation, Pupuk Kaltim provides appreciation in enforcing Gratification in the Company, including:

1. Providing a certificate charter to employees who proactively report gratification in GRANOL signed by the President Director which is given at every Board of Directors monitoring meeting.
2. Provision of awards and appreciation to Employees who are most active in reporting gratification at the HAKORDIA Pupuk Kaltim 2024 event.
3. Provision of awards and appreciation to Employees whose reports were forwarded to the KPK RI throughout 2024.



Hal ini diharapkan mampu memberikan motivasi kepada Insan Pupuk Kaltim untuk melaporkan segala bentuk penolakan, penerimaan, pemberian, dan permintaan (*sponsorship*) Gratifikasi di lingkungan Perusahaan.

This is expected to be able to motivate Pupuk Kaltim employees to report all forms of rejection, acceptance, giving, and requests (*sponsorship*) of Gratification in the Company environment.



## SOSIALISASI PENGENDALIAN GRATIFIKASI

Kegiatan pengendalian gratifikasi yang dilaksanakan oleh UPG dilaporkan secara berkala kepada Direksi. Kegiatan yang telah dilaksanakan oleh UPG Pupuk Kaltim di tahun 2024 adalah sebagai berikut:

1. Sosialisasi GCG & MR "Bermain Bersama, Ber-GCG Ria" pada 1 Maret 2024 di Ruang Mahoni PT Pupuk Kaltim;
2. Sosialisasi GCG dan Gratifikasi Departemen Pengadaan Jasa pada 15 Maret 2024 di Kantor Pengadaan Jasa;
3. Sosialisasi GCG kepada Distributor melalui Acara *Closer to Salesforce & Stakeholder* (Wilayah Perwakilan Jawa Timur, Kalimantan Timur, Kalimantan Selatan, Kalimantan Tengah, Kalimantan Utara, Sulawesi Utara, dan Gorontalo pada 10-27 Juni 2024;
4. Sosialisasi dan Pelatihan Fundamental *Governance Risk & Compliance* pada 19 Juli 2024 di *Ballroom Equator Hotel*;
5. Sosialisasi *Onboarding* Rekrutmen Bersama BUMN 2024 pada 19 Agustus 2024 di Ruang Mahoni;
6. Sosialisasi terkait Kode Etik Pemasok dan WBS pada *Vendor Gathering 2024* pada 29 Agustus di *Ballroom Hotel Grand Jatra, Balikpapan*;
7. Sosialisasi GCG, Gratifikasi, Kode Etik, Benturan Kepentingan dan WBS Departemen pengadaan Barang dan Jasa pada 27 September 2024 di Kantor Pengadaan Barang & Jasa Pupuk Kaltim; dan
8. Pelatihan Gratifikasi untuk 150 karyawan pada 11-16 November 2024 secara *online* menggunakan *e-learning* gratifikasi KPK.

## LAPORAN PENGENDALIAN GRATIFIKASI

Selama tahun 2024, UPG menerima laporan sebagai berikut:

### Laporan Pengendalian Gratifikasi

Gratification Control Report

| No. | Status                         | Status                       | Pelaporan Reporting |
|-----|--------------------------------|------------------------------|---------------------|
| I   | Penolakan                      | Rejection                    | 6                   |
| II  | Penerimaan (1+2+3)             | Acceptance (1+2+3)           | 96                  |
|     | 1. Dikelola Perusahaan/UPG     | 1. Company/UPG Managed       | 58                  |
|     | 2. Menjadi Milik Negara        | 2. Become State Owned        | 5                   |
|     | 3. Dikembalikan ke Penerima    | 3. Returned to the Recipient | 31                  |
|     | 4. Masih dalam Reviu KPK       | 4. Under KPK Review          | 2                   |
| III | Pemberian                      | Grant                        | 1                   |
| IV  | Permintaan/ <i>Sponsorship</i> | Request/ <i>Sponsorship</i>  | -                   |
|     | <b>Jumlah</b>                  | <b>Total</b>                 | <b>103</b>          |

## SOCIALIZATION OF GRATIFICATION CONTROL

Gratification control activities carried out by the UPG are reported periodically to the Board of Directors. The activities that have been carried out by the UPG Pupuk Kaltim in 2024 are as follows:

1. Socialization of GCG & MR "Playing Together, Having Fun with GCG" on March 1, 2024 at the Mahoni Room of PT Pupuk Kaltim;
2. Socialization of GCG and Gratification of the Service Procurement Department on March 15, 2024 at the Service Procurement Office;
3. GCG socialization to Distributors through the *Closer to Salesforce & Stakeholder Event* (Representative Areas of East Java, East Kalimantan, South Kalimantan, Central Kalimantan, North Kalimantan, North Sulawesi, and Gorontalo on June 10-27, 2024;
4. Socialization and Fundamental Governance Risk & Compliance Training on July 19, 2024 at the Equator Hotel Ballroom;
5. Socialization of Joint BUMN Recruitment Onboarding 2024 on August 19, 2024 at the Mahoni Room;
6. Socialization related to the Supplier Code of Ethics and WBS at the 2024 Vendor Gathering on August 29 at the Grand Jatra Hotel Ballroom, Balikpapan;
7. Socialization of GCG, Gratification, Code of Ethics, Conflict of Interest and WBS of the Procurement Department of Goods and Services on September 27, 2024 at the Pupuk Kaltim Goods & Services Procurement Office; and
8. Gratification Training for 150 employees on November 11-16, 2024 online using KPK's gratification e-learning.

## GRATIFICATION CONTROL REPORT

During 2024, the gratification management unit received the following reports:







## Sistem Manajemen Anti Suap Anti-Bribery Management System

Sejak tahun 2020, Pupuk Kaltim telah menerapkan dan mendapatkan sertifikasi Sistem Manajemen Anti Penyuapan (SMAP) berbasis ISO 37001:2016 yang membantu Perusahaan dalam mencegah, mendeteksi, dan menangani risiko penyuapan dengan tujuan meningkatkan kepercayaan pemangku kepentingan, baik internal maupun eksternal, serta memperkuat budaya antikorupsi di lingkungan perusahaan.

Pupuk Kaltim berupaya mendorong aktivitas penerapan SMAP melalui Pedoman SMAP dengan Nomor Dokumen P-PKT-22 tanggal 5 April 2024 serta Komitmen Pelaksanaan SMAP yang menetapkan hal-hal sebagai berikut:

1. Menjalan usaha di atas nilai integritas, berpedoman pada kode etik dan kebijakan 4 NO's, yaitu:
  - a. *No Bribery* (Tidak boleh ada suap menyuap, sogok, dan pemerasan);
  - b. *No Kickback* (Tidak boleh ada komisi, uang terima kasih, uang bagi-bagi);
  - c. *No Gift* (Tidak boleh ada hadiah yang tidak wajar);
  - d. *No Luxurious Hospitality* (Tidak boleh ada jamuan-jamuan yang berlebihan).
2. Selalu berupaya meningkatkan dan memperbaiki setiap proses bisnis agar sejalan dengan prinsip-prinsip integritas.
3. Menjalankan prinsip *zero tolerance* terhadap tindakan yang berkaitan dengan pelanggaran peraturan perundangan yang berkaitan dengan tindak pidana korupsi 4 NO's.
4. Tidak memperkenankan Insan Pupuk Kaltim dan *stakeholders* Perusahaan untuk melanggar kode etik Perusahaan dan prinsip 4 NO's yang berkaitan dengan tugasnya di Pupuk Kaltim.
5. Mengatur konflik kepentingan setiap Insan Pupuk Kaltim dan setiap konflik kepentingan yang berpotensi menimbulkan risiko wajib dideklarasikan.
6. Memberikan sosialisasi dan pelatihan secara rutin mengenai pencegahan korupsi, prinsip 4 NO's dan pembangunan integritas bisnis secara berkala kepada seluruh Insan Pupuk Kaltim *stakeholders* Perusahaan.
7. Melakukan pengawasan terhadap pelaksanaan komitmen ini dan setiap pelanggaran terhadap kode etik dan prinsip 4 NO's akan dikenakan sanksi sesuai ketentuan yang berlaku.

Since 2020, Pupuk Kaltim has implemented and obtained the Anti-Bribery Management System (ABMS) certification based on ISO 37001:2016 which helps the Company in preventing, detecting, and handling bribery risks with the aim of increasing stakeholder trust, both internal and external, and strengthening the anti-corruption culture in the company environment.

Pupuk Kaltim strives to encourage ABMS implementation activities through the ABMS Guidelines with Document Number P-PKT-22 dated April 5, 2024 and the Commitment to Implementing the ABMS which stipulates the following:

1. Running a business based on integrity values, guided by the code of ethics and the 4 NO's policy, namely:
  - a. *No Bribery* (No bribery, bribery, and extortion);
  - b. *No Kickback* (No commission, thank you money, sharing money);
  - c. *No Gift* (No unreasonable gifts);
  - d. *No Luxurious Hospitality* (There should be no excessive hospitality).
2. Always strive to improve and fix every business process to be in line with the principles of integrity.
3. Implement the principle of zero tolerance towards actions related to violations of laws and regulations related to the criminal act of corruption 4 NO's.
4. Do not allow Pupuk Kaltim Personnel and Company stakeholders to violate the Company's code of ethics and the principles of 4 NO's related to their duties at Pupuk Kaltim.
5. Manage conflicts of interest of every Pupuk Kaltim person and every conflict of interest that has the potential to cause risk must be declared.
6. Provide regular socialization and training on corruption prevention, the principles of 4 NO's and the development of business integrity periodically to all Pupuk Kaltim Personnel and Company stakeholders.
7. Supervise the implementation of this commitment and any violation of the code of ethics and the principles of 4 NO's will be subject to sanctions in accordance with applicable provisions.



Untuk mendukung implementasi SMAP berbasis ISO 37001:2016 Pupuk Kaltim telah memiliki tim SMAP yang disahkan melalui SK Direksi No. 30/DIR/IV.2023. Tim SMAP bertugas memastikan bahwa SMAP ditetapkan, diterapkan, dipelihara dan dikembangkan secara berkelanjutan sesuai dengan ISO 37001:2016.

### **SOSIALISASI SMAP**

Selama tahun 2024, Pupuk Kaltim secara rutin melakukan sosialisasi mengenai SMAP. Sosialisasi dilakukan bersamaan dengan sosialisasi penerapan GCG, Kode Etik Perusahaan, Pengendalian Gratifikasi, LHKPN, dan Pengendalian Gratifikasi. Selain itu, Pupuk Kaltim juga melakukan Sosialisasi Awareness SMAP ISO 37001:2016 dengan narasumber *British Standards Institution* (BSI) Indonesia secara daring pada 23 April 2024.

To support the implementation of ABMS based on ISO 37001:2016, Pupuk Kaltim has an ABMS team that has been authorized through the Board of Directors Decree No. 30/DIR/IV.2023. The ABMS team is tasked with ensuring that ABMS is established, implemented, maintained and developed sustainably in accordance with ISO 37001:2016.

### **SMAP SOCIALIZATION**

During 2024, Pupuk Kaltim routinely conducted socialization regarding the ABMS. The socialization was carried out simultaneously with the socialization of the implementation of GCG, the Company's Code of Ethics, Gratification Control, LHKPN, and Gratification Control. In addition, Pupuk Kaltim also conducted Socialization of Awareness of the ABMS ISO 37001:2016 which was filled by the British Standards Institution (BSI) Indonesia which was carried out online on April 23, 2024.





# Pengelolaan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN)

## Management of State Official's Wealth Report (LHKPN)

Pupuk Kaltim menegaskan komitmen untuk melaksanakan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) secara penuh dan transparan. Pada tahun 2024, seluruh Wajib Laport Perusahaan telah sepenuhnya melaporkan harta kekayaan yang mencapai 100% pada 26 Februari 2024.

Upaya pencegahan tindak korupsi di Pupuk Kaltim mencakup kepatuhan terhadap penyampaian LHKPN. Langkah ini diambil sebagai bentuk komitmen perusahaan terhadap integritas dan kepatuhan pada peraturan yang berlaku.

Kegiatan ini menjadi bagian dari strategi preventif Perusahaan dalam mengurangi potensi risiko korupsi, seiring dengan upaya lebih luas untuk menciptakan lingkungan yang bersih, transparan, dan sesuai dengan prinsip-prinsip tata kelola perusahaan yang baik.

### KEBIJAKAN PELAPORAN LHKPN

Pupuk Kaltim telah memperbarui kebijakan pencegahan korupsi melalui Surat Keputusan Direksi No. 52/DIR/VIII.22 yang mengatur Pedoman Pelaporan Harta Kekayaan. Dalam kerangka ini, kewajiban pelaporan LHKPN berlaku bagi Wajib Laport Pupuk Kaltim hingga tingkat Pejabat Grade III.

Untuk melaporkan LHKPN, Pupuk Kaltim menggunakan aplikasi e-LHKPN yang dapat diakses melalui [www.elhkpn.kpk.go.id](http://www.elhkpn.kpk.go.id). Langkah ini diambil sebagai upaya transparansi dan kepatuhan terhadap peraturan pencegahan korupsi. Penerapan kebijakan ini memberikan jelasnya tata cara pelaporan harta kekayaan, sekaligus memudahkan para Wajib Laport dalam melaksanakan kewajibannya.

### WAJIB LAPOR LHKPN

Pupuk Kaltim telah menetapkan pejabat yang wajib mengisi dan menyampaikan LHKPN, antara lain:

1. Dewan Komisaris Pupuk Kaltim;
2. Direksi Pupuk Kaltim;
3. Pejabat Grade I Pupuk Kaltim;
4. Pejabat Grade II Pupuk Kaltim;
5. Pejabat Grade III Pupuk Kaltim;
6. Dewan Komisaris Anak Perusahaan/Perusahaan terafiliasi Pupuk Kaltim yang terkonsolidasi dengan PT Pupuk Indonesia (Persero);
7. Direksi Anak Perusahaan/Perusahaan terafiliasi Pupuk Kaltim yang terkonsolidasi dengan PT Pupuk Indonesia (Persero).

Pupuk Kaltim affirms its commitment to implement the State Officials' Wealth Report (LHKPN) in full and transparently. In 2024, all Mandatory Reporting Companies have fully reported their assets, reaching 100% on February 26, 2024.

Efforts to prevent corruption at Pupuk Kaltim include compliance with the submission of the LHKPN. This step was taken as a form of the company's commitment to integrity and compliance with applicable regulations.

This activity is part of the Company's preventive strategy in reducing the potential risk of corruption, along with broader efforts to create an environment that is clean, transparent, and in accordance with the principles of good corporate governance.

### LHKPN REPORTING POLICY

Pupuk Kaltim has updated its corruption prevention policy through Board of Directors Decree No. 52/DIR/VIII.22 which regulates the Guidelines for Reporting Wealth. Within this framework, the obligation to report LHKPN applies to Pupuk Kaltim Mandatory Reporters up to Grade III Officials.

To report LHKPN, Pupuk Kaltim uses the e-LHKPN application which can be accessed via [www.elhkpn.kpk.go.id](http://www.elhkpn.kpk.go.id). This step was taken as an effort for transparency and compliance with corruption prevention regulations. The implementation of this policy provides clarity on the procedures for reporting assets, while also making it easier for Obligated Reporters to carry out their obligations.

### LHKPN MANDATORY REPORT

Pupuk Kaltim has determined officials who are required to fill out and submit LHKPN, including:

1. Board of Commissioners of Pupuk Kaltim;
2. Board of Directors of Pupuk Kaltim;
3. Grade I Officials of Pupuk Kaltim;
4. Grade II Officials of Pupuk Kaltim;
5. Grade III Officials of Pupuk Kaltim;
6. Board of Commissioners of Subsidiaries/Affiliated Companies of Pupuk Kaltim that are consolidated with PT Pupuk Indonesia (Persero);
7. Board of Directors of Subsidiaries/Affiliated Companies of Pupuk Kaltim that are consolidated with PT Pupuk Indonesia (Persero).

Wajib lapor membuat dan menyampaikan laporan kekayaan kepada KPK pada saat:

1. Pengangkatan sebagai pejabat di lingkungan Perusahaan pada saat pertama kali menjabat;
2. Pengangkatan kembali sebagai pejabat Perusahaan setelah berakhirnya masa jabatan;
3. Pejabat aktif pada periode per 31 Desember;
4. Berakhir masa jabatan atau pensiun sebagai pejabat Perusahaan.

### PENGELOLA LHKPN

Unit pengelola laporan kekayaan pejabat adalah unit yang membidangi fungsi kepatuhan dan unit yang membidangi fungsi SDM. Unit tersebut memiliki fungsi sebagai admin induk perusahaan dan admin anak perusahaan yang terbagi atas:

1. Admin Induk Perusahaan dikelola oleh unit yang membidangi kepatuhan dan SDM dan/atau unit yang ditunjuk PT Pupuk Indonesia (Persero);
2. Admin Perusahaan dikelola oleh unit yang membidangi kepatuhan dan unit yang membidangi SDM di masing-masing Perusahaan.

### Tugas dan Tanggung Jawab Pengelola LHKPN

Duties and Responsibilities of LHKPN Managers

| Peserta LHKPN<br>LHKPN Participants                                                                          | Tugas dan Tanggung Jawab                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Duties and Responsibilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|--------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Admin Induk Perusahaan (PT Pupuk Indonesia (Persero))<br>Parent Company Admin (PT Pupuk Indonesia (Persero)) | <ul style="list-style-type: none"> <li>Berkoordinasi dengan KPK dalam hal monitoring dan evaluasi terhadap kepatuhan Wajib Lapor Pupuk Indonesia Group dalam melaporkan dan mengumumkan kekayaannya serta pemanfaatan aplikasi e-LHKPN melalui <a href="http://www.elhkpn.kpk.go.id">www.elhkpn.kpk.go.id</a>;</li> <li>Berkoordinasi dengan KPK dalam kegiatan sosialisasi pengisian Laporan Kekayaan Pejabat di lingkungan Pupuk Indonesia Group;</li> <li>Melakukan koordinasi dengan Pengelola Laporan Kekayaan Pejabat di lingkungan Pupuk Indonesia Group, untuk mendorong kepatuhan;</li> <li>Mengajukan permintaan akun (<i>username</i> dan <i>password</i>) untuk Admin Induk Perusahaan kepada KPK;</li> <li>Melakukan persetujuan, aktivasi dan non aktivasi akun Wajib Lapor di Pupuk Indonesia Group, serta membuat akun Admin Anak Perusahaan.</li> </ul> | <ul style="list-style-type: none"> <li>Coordinating with the KPK in terms of monitoring and evaluating the compliance of the Mandatory Reporters of the Pupuk Indonesia Group in reporting and announcing their wealth and the use of the e-LHKPN application via <a href="http://www.elhkpn.kpk.go.id">www.elhkpn.kpk.go.id</a>;</li> <li>Coordinating with the KPK in socialization activities for filling out the Official Wealth Report within the Pupuk Indonesia Group;</li> <li>Coordinating with the Official Wealth Report Manager within the Pupuk Indonesia Group, to encourage compliance;</li> <li>Submitting account requests (<i>username</i> and <i>password</i>) for the Parent Company Admin to the KPK;</li> <li>Approving, activating and deactivating the Mandatory Reporter account at Pupuk Indonesia Group, and creating Subsidiary Company Admin accounts.</li> </ul> |

Mandatory reporting to make and submit wealth reports to the KPK at the time of:

1. Appointment as an official within the Company when first serving;
2. Reappointment as an official of the Company after the end of the term of office;
3. Active official in the period as of December 31;
4. End of term of office or retirement as an official of the Company.

### LHKPN MANAGEMENT

The unit responsible for managing the wealth reporting of officials consists of the compliance function unit and the human resources function unit. These units serve as the central administrator for the parent company and the administrator for subsidiaries, which are categorized as follows:

1. The Parent Company Admin is managed by the unit in charge of compliance and HR and/or the unit appointed by PT Pupuk Indonesia (Persero);
2. Company Administrator is managed by both the compliance function unit and the human resources function unit within each company.





| Peserta LHKPN<br>LHKPN Participants                                            | Tugas dan Tanggung Jawab                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Duties and Responsibilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|--------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Admin Perusahaan:<br>a. Unit Kepatuhan<br>Company Admin:<br>a. Compliance Unit | <ul style="list-style-type: none"> <li>Berkoordinasi dengan Admin Induk Perusahaan dalam hal monitoring dan evaluasi terhadap kepatuhan Wajib Laport dalam melaporkan dan mengumumkan kekayaannya serta pemanfaatan aplikasi e-LHKPN melalui www.elhkpn.go.id;</li> <li>Mengajukan persetujuan, aktivasi, dan non aktivasi akun Wajib Laport serta Admin Perusahaan ke Admin Induk Perusahaan;</li> <li>Menyelenggarakan sosialisasi dan pendampingan pengisian Laporan Kekayaan Pejabat di lingkungan Perusahaan;</li> <li>Mengingatkan Wajib Laport di Perusahaan untuk mematuhi kewajiban penyampaian dan pengumuman Laporan Kekayaan Pejabat.</li> <li>Menyampaikan rekomendasi pemberian sanksi kepada Direksi yang membawahi kepatuhan terhadap Wajib Laport yang lalai menyampaikan dan/atau mengumumkan Laporan Kekayaan Pejabat di Perusahaan.</li> </ul> | <ul style="list-style-type: none"> <li>Coordinating with the Parent Company Admin in terms of monitoring and evaluating the compliance of the Mandatory Reporters in reporting and announcing their wealth and the use of the e-LHKPN application via www.elhkpn.go.id;</li> <li>Reminding Mandatory Reporting in the Company to comply with the obligation to submit and announce the Officials' Wealth Report.</li> <li>Submitting recommendations for imposing sanctions to the Board of Directors who oversee compliance with Mandatory Reporting who are negligent in submitting and/or announcing the Officials' Wealth Report in the Company.</li> <li>Submitting approval, activation, and deactivation of Mandatory Reporting and Company Admin accounts to the Parent Company Admin;</li> <li>Organizing socialization and assistance in filling out the Officials' Wealth Report within the Company.</li> </ul> |
| Admin Perusahaan:<br>a. Unit SDM<br>Company Admin:<br>a. HR Unit               | <ul style="list-style-type: none"> <li>Melakukan pemutakhiran data Wajib Laport di Perusahaan sewaktu-waktu, setiap terjadi mutasi, rotasi, promosi, demosi dan pensiun serta melakukan pemutakhiran berkala setiap bulan;</li> <li>Menyampaikan data kepegawaian dan data perubahan jabatan Wajib Laport terkini di masing-masing Perusahaan kepada Unit SDM di Induk Perusahaan paling lambat tanggal 1 Desember setiap tahunnya.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>Updating Mandatory Reporting data in the Company at any time, whenever there is a mutation, rotation, promotion, demotion and retirement and conducting periodic updates every month;</li> <li>Submitting the latest personnel data and Mandatory Reporting position change data in each Company to the HR Unit in the Parent Company no later than December 1 of each year.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

## SOSIALISASI LHKPN

Pupuk Kaltim telah menyelenggarakan sosialisasi dan pendampingan pengisian LHKPN yang disi oleh Fungsi Tata Kelola dan Kepatuhan pada 11 Januari 2024 untuk menyegarkan ingatan mengenai tujuan dan tata cara pengisian e-LHKPN dengan tema Internalisasi Pelaporan LHKPN Sebagai Upaya Pencegahan Korupsi yang ditujukan kepada seluruh wajib laport Perusahaan khususnya yang baru menjadi wajib laport pada periode berjalan. Selain itu, juga telah dilakukan klinik pendampingan pelaporan LHKPN kepada wajib laport pada tahun 2024.

## PELAPORAN LHKPN TAHUN 2024

Hingga periode akhir 2024, pelaporan wajib laport sebanyak 393 wajib laport, dengan rincian sebagai berikut ini.

## LHKPN SOCIALIZATION

Pupuk Kaltim conducted a socialization and assistance session on LHKPN filing, facilitated by the Governance and Compliance Function on January 11, 2024. This session aimed to refresh knowledge on the objectives and procedures of e-LHKPN submission, under the theme "Internalizing LHKPN Reporting as a Corruption Prevention Effort." The event targeted all company officials obligated to report, particularly those newly designated as mandatory reporters for the current period. Additionally, clinical assistance sessions for LHKPN reporting were also provided to obligated officials throughout 2024.

## LHKPN REPORTING FOR 2024

By the end of 2024, a total of 393 officials were required to submit their LHKPN reports, with the following breakdown:



## Pelaporan LHKPN 2024

### LHKPN Reporting in 2024

| No.                     | Jabatan<br>Position                                                                                                                                                        | Jumlah Wajib<br>Lapor<br>Number of<br>Mandatory | Tingkat Pelaporan<br>Reporting Level |                                 |
|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|--------------------------------------|---------------------------------|
|                         |                                                                                                                                                                            |                                                 | Jumlah<br>Total                      | Persentase<br>Percentage<br>(%) |
| 1                       | Dewan Komisaris<br>Board of Commissioners                                                                                                                                  | 5                                               | 5                                    | 100                             |
| 2                       | Direksi<br>Board of Directors                                                                                                                                              | 4                                               | 4                                    | 100                             |
| 3                       | Karyawan Grade I/Setara<br>Employee Grade I/Equivalent                                                                                                                     | 32                                              | 32                                   | 100                             |
| 4                       | Karyawan Grade II/Setara<br>Employee Grade II/Equivalent                                                                                                                   | 85                                              | 85                                   | 100                             |
| 5                       | Karyawan Grade III/Setara<br>Employee Grade III/Equivalent                                                                                                                 | 265                                             | 265                                  | 100                             |
| 6                       | Dewan Komisaris, Direksi Anak Perusahaan/Afiliasi<br>terkonsolidasi BUMN<br>Board of Commissioners, Board of Directors of Subsidiaries/<br>Consolidated Affiliates of BUMN | 2                                               | 2                                    | 100                             |
| <b>Jumlah<br/>Total</b> |                                                                                                                                                                            | <b>393</b>                                      | <b>393</b>                           | <b>100</b>                      |

Perusahaan memastikan kepatuhan Pupuk Kaltim terhadap pelaporan LHKPN melalui Bidang Kepatuhan yang melakukan monitoring melalui *e-filing* pada alamat <https://elhkn.kpk.go.id>. Capaian tingkat kepatuhan pejabat yang wajib mengisi LHKPN Pupuk Kaltim pada 2024 sebesar 100%.

The company ensures Pupuk Kaltim's compliance with LHKPN reporting through the Compliance Division, which monitors submissions via *e-filing* at <https://elhkn.kpk.go.id>. In 2024, the compliance rate of Pupuk Kaltim officials required to submit LHKPN reached 100%.

### SANKSI LAPORAN LHKPN

Selama tahun 2024, secara berkala, Pupuk Kaltim melaporkan perkembangan pemenuhan kewajiban penyampaian LHKPN kepada KPK RI melalui Pemegang Saham dan memberikan surat pengingat kepada pejabat yang belum melaporkan LHKPN agar semua pejabat di Pupuk Kaltim dapat melaporkan LHKPN dengan tepat data dan tepat waktu. Sehingga di tahun 2024 tidak ada wajib lapor yang mendapat sanksi akibat tidak melaporkan LHKPN.

### LHKPN REPORTING SANCTIONS

Throughout 2024, Pupuk Kaltim regularly reported the progress of LHKPN submission compliance to the Corruption Eradication Commission (KPK RI) through its Shareholders. Additionally, reminder letters were sent to officials who had yet to submit their reports, ensuring that all Pupuk Kaltim officials provided accurate and timely LHKPN submissions. As a result, in 2024, no officials were subject to sanctions for failing to report their LHKPN.





# Benturan Kepentingan

## Conflict of Interest

Dalam konteks bisnis, benturan kepentingan dapat terjadi antara kepentingan individu dengan kepentingan perusahaan atau antara kepentingan individu satu dengan yang lainnya. Benturan kepentingan dapat merugikan perusahaan karena bisa mengurangi transparansi, integritas, dan kepercayaan. Oleh karena itu, Pupuk Kaltim telah memiliki kebijakan dan prosedur yang dirancang untuk mengelola dan mencegah benturan kepentingan. Hal ini dapat mencakup pelaporan, pengungkapan, dan langkah-langkah lainnya untuk memastikan bahwa keputusan dan tindakan diambil oleh Insan Pupuk Kaltim berdasarkan prinsip integritas dan dalam kepentingan Perusahaan.

### KEBIJAKAN BENTURAN KEPENTINGAN

Pupuk Kaltim dengan konsisten melarang penyalahgunaan jabatan untuk kepentingan pribadi atau pihak lain yang dapat merugikan pengambilan keputusan dan pencapaian tujuan Perusahaan. Guna mencegah hal tersebut, Perusahaan telah memperbarui pedoman penanganan benturan kepentingan melalui SK Direksi No. 46/DIR/VII.22 tanggal 22 Juli 2022, yang menjadi acuan bagi seluruh Insan Pupuk Kaltim dan *Stakeholder*.

### PENGELOLA BENTURAN KEPENTINGAN

Perusahaan telah menetapkan organisasi yang mengelola kebijakan benturan kepentingan, yang diketuai oleh SVP Tata Kelola dan Manajemen Risiko. Tugas dan wewenang pengelola penanganan benturan kepentingan tersebut, antara lain:

1. Menerima, melakukan revidu dan administrasi penyusunan laporan benturan kepentingan dari Insan Pupuk Kaltim;
2. Menyampaikan hasil penanganan benturan kepentingan kepada Pemegang Saham, Direksi, dan pihak lainnya yang wajib menerima laporan penanganan benturan kepentingan;
3. Memberikan rekomendasi tindak lanjut kepada Satuan Pengawasan Intern jika terjadi pelanggaran atas Peraturan ini oleh Insan Pupuk Kaltim;
4. Melakukan kajian titik rawan potensi terjadinya benturan kepentingan di lingkungan Perusahaan;
5. Mengusulkan kebijakan/pedoman pengelolaan benturan kepentingan di lingkungan Perusahaan.
6. Mengkoordinasikan kegiatan diseminasi benturan kepentingan kepada pihak internal dan eksternal instansi;

In a business context, conflicts of interest can occur between individual interests and company interests or between the interests of one individual and another. Conflicts of interest can be detrimental to the company because they can reduce transparency, integrity, and trust. Therefore, Pupuk Kaltim has policies and procedures designed to manage and prevent conflicts of interest. This can include reporting, disclosure, and other steps to ensure that decisions and actions are taken by Pupuk Kaltim Personnel based on the principle of integrity and in the interests of the Company.

### CONFLICT OF INTEREST POLICY

Pupuk Kaltim consistently prohibits abuse of office for personal or other party interests that can harm decision-making and the achievement of the Company's goals. In order to prevent this, the Company has updated the guidelines for handling conflicts of interest through Board of Directors Decree No. 46/DIR/VII.22 dated July 22, 2022, which is a reference for all Pupuk Kaltim Personnel and Stakeholders.

### CONFLICT OF INTEREST MANAGEMENT

The Company has established an organization that manages the conflict of interest policy, which is chaired by the SVP of Governance and Risk Management. The duties and authorities of the conflict of interest management include:

1. Receiving, reviewing and administering the preparation of conflict of interest reports from Pupuk Kaltim personnel;
2. Delivering the results of conflict of interest management to Shareholders, Directors, and other parties who are required to receive conflict of interest management reports;
3. Providing recommendations for follow-up actions to the Internal Audit Unit if there is a violation of this Regulation by Pupuk Kaltim personnel;
4. Conducting studies on potential conflict of interest hotspots within the Company;
5. Proposing policies/guidelines for conflict of interest management within the Company.
6. Coordinate conflict of interest dissemination activities to internal and external parties of the agency;

7. Secara berkala memberikan informasi dan sosialisasi kepada seluruh karyawan maupun pihak ketiga/eksternal terkait dengan adanya Pedoman Penanganan Benturan Kepentingan;
8. Dalam implementasinya, bila diperlukan dapat mengusulkan dan membuat sistem Pengelolaan Penanganan Benturan Kepentingan berbasis teknologi informasi;
9. Memberikan informasi yang jelas kepada pihak manapun terkait dengan ketentuan yang terdapat dalam Pedoman Penanganan Benturan Kepentingan.

### **PENCEGAHAN TERHADAP BENTURAN KEPENTINGAN**

Pejabat Perusahaan wajib menggunakan kewenangannya dengan mempertimbangkan kepentingan Perusahaan, masyarakat, Insan Pupuk Kaltim, dan Pemangku Kepentingan lainnya. Sebagai langkah pencegahan, Perusahaan telah mempublikasikan kebijakan dan pedoman benturan kepentingan, memastikan ketersediaan peraturan dan prosedur yang mudah diakses, serta memberikan pemahaman internal tentang penanganan benturan kepentingan, termasuk kepada pihak eksternal yang terkait dengan Perusahaan.

Dalam pelaksanaan GCG, setiap Insan Pupuk Kaltim diharapkan memberikan pernyataan komitmen dan integritas kepada Perusahaan, bertujuan untuk menghindari tindakan melanggar hukum yang dapat merugikan kepentingan Perusahaan. Pernyataan komitmen tersebut mencerminkan tanggung jawab dan kesetiaan terhadap prinsip-prinsip GCG dan norma-norma yang berlaku di Perusahaan. Pernyataan komitmen yang ada di Perusahaan antara lain:

- **Daftar Khusus**  
Daftar khusus yang dimaksud adalah merupakan daftar yang berisi kepemilikan saham Dewan Komisaris dan Direksi beserta keluarganya di perusahaan lainnya. Daftar khusus diperbarui setiap tahun dan disimpan oleh Perusahaan.
- **Pernyataan Tidak Adanya Benturan Kepentingan**  
Dalam rangka mendukung praktik GCG, Dewan Komisaris, Direksi, dan pihak-pihak yang terkait dalam aktivitas bisnis dan operasional Perusahaan dilarang melakukan transaksi yang mengandung benturan kepentingan, baik langsung maupun tidak langsung. Setiap tahun Dewan Komisaris dan Direksi menandatangani surat pernyataan mengenai benturan kepentingan tersebut.

Insan Pupuk Kaltim yang memiliki potensi benturan kepentingan dalam salah satu kegiatan Perusahaan wajib memberitahukan Perusahaan. Informasi tersebut disampaikan menggunakan formulir yang disediakan Perusahaan.

7. Periodically provide information and socialization to all employees and third/external parties related to the existence of the Conflict of Interest Handling Guidelines;
8. In its implementation, if necessary, can propose and create an information technology-based Conflict of Interest Management system;
9. Provide clear information to any party related to the provisions contained in the Conflict of Interest Handling Guidelines.

### **PREVENTION OF CONFLICT OF INTEREST**

Company officials are required to use their authority by considering the interests of the Company, the community, Pupuk Kaltim Personnel, and other Stakeholders. As a preventive measure, the Company has published conflict of interest policies and guidelines, ensured the availability of easily accessible regulations and procedures, and provided internal understanding of handling conflicts of interest, including to external parties related to the Company.

In implementing GCG, every Pupuk Kaltim Personnel is required to provide a statement of commitment and integrity to the Company, which aims to avoid unlawful actions that can harm the interests of the Company. The statement of commitment reflects responsibility and determination in upholding the principles of GCG and the norms applicable in the Company. The statements of commitment in the Company include:

- **Special List**  
The special list in question is a list containing the share ownership of the Board of Commissioners and Directors and their families in other companies. This special list is updated annually and kept by the Company.
- **Statement of No Conflict of Interest**  
In order to support GCG practices, the Board of Commissioners, Board of Directors, and parties involved in the Company's business and operational activities are prohibited from conducting transactions that contain a conflict of interest, either directly or indirectly. Every year the Board of Commissioners and Board of Directors sign a statement regarding the conflict of interest.

Pupuk Kaltim personnel who have a potential conflict of interest in one of the Company's activities are required to notify the Company. This information is submitted using a form provided by the Company.





## MEKANISME PELAPORAN TERHADAP BENTURAN KEPENTINGAN

Apabila terjadi situasi benturan kepentingan, maka Insan Pupuk Kaltim wajib melaporkan hal tersebut melalui:

1. Atasan Langsung  
Penyampaian surat pernyataan benturan kepentingan kepada atasan langsung paling lambat 5 (lima) hari sejak terjadinya situasi/kondisi tersebut. Atasan mempelajari situasi yang menunjukkan indikasi adanya benturan kepentingan yang dilaporkan paling lambat 5 (lima) hari kerja untuk mengambil keputusan situasi tersebut.
2. Sistem Pelaporan Pelanggaran/WBS Pelaporan melalui WBS dilakukan apabila pelapor adalah Insan Pupuk Kaltim atau pemangku kepentingan lainnya mengetahui potensi terjadinya benturan kepentingan di Perusahaan dengan melampirkan bukti pelaporan.

## SANKSI TERHADAP BENTURAN KEPENTINGAN

Pelanggaran terhadap ketentuan dalam pedoman benturan kepentingan ini akan dikenakan sanksi sesuai dengan ketentuan dan peraturan yang berlaku di Perusahaan.

## STATUS PENANGANAN BENTURAN KEPENTINGAN

Sepanjang tahun 2024, tidak terdapat benturan kepentingan yang dilakukan oleh Insan Pupuk Kaltim. Hal ini tercantum dalam surat pernyataan yang menyatakan telah bertindak independen selama tahun 2024 dan daftar khusus kepemilikan saham Perusahaan yang ditandatangani oleh Dewan Komisaris dan Direksi setiap tahunnya.

Selain itu, Pupuk Kaltim tidak menyediakan dana untuk kegiatan politik, baik secara langsung maupun tidak langsung, sejalan dengan komitmen larangan keterlibatan dalam aktivitas politik, pedoman kode etik dan perilaku, serta kebijakan internal lainnya.

## MECHANISM FOR REPORTING CONFLICT OF INTEREST

In the event that a conflict of interest situation arises, Pupuk Kaltim Personnel are required to report the matter through:

1. Direct Superior  
Submission of a statement letter of conflict of interest to the direct superior no later than 5 (five) days after the occurrence of the situation/condition. The superior studies the situation that indicates an indication of a reported conflict of interest no later than 5 (five) working days to make a decision on the situation.
2. Violation Reporting System/WBS Reporting through WBS is carried out if the reporter is a Pupuk Kaltim Personnel or other stakeholders who are aware of the potential for a conflict of interest in the Company by attaching evidence of the report.

## SANCTIONS IMPOSED FOR CONFLICT OF INTEREST

Violations of the provisions in these conflict of interest guidelines will be subject to sanctions in accordance with the provisions and regulations applicable in the Company.

## STATUS OF HANDLING CONFLICT OF INTEREST CASES

Throughout 2024, there were no conflicts of interest committed by Pupuk Kaltim Personnel. This is stated in a statement stating that it has acted independently during 2024 and a special list of the Company's share ownership signed by the Board of Commissioners and Directors each year.

In addition, Pupuk Kaltim does not provide funds for political activities, either directly or indirectly, in line with the commitment to prohibit involvement in political activities, ethical and behavioral guidelines, and other internal policies.

| Uraian<br>Description                                                                                                                                                  | Unit   | 2022 | 2023 | 2024 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|------|------|------|
| Lobi, perwakilan kepentingan, dan lain-lain<br>Lobbying, interest representation, etc.                                                                                 | Rupiah | -    | -    | -    |
| Kampanye dan kandidat/organisasi lokal, regional, nasional<br>Local, regional, national campaigns and candidates/<br>organizations                                     | Rupiah | -    | -    | -    |
| Asosiasi perdagangan/kelompok bebas pajak<br>Trade associations/tax-exempt groups                                                                                      | Rupiah | -    | -    | -    |
| Pengeluaran lain (misalnya biaya untuk penghitungan suara dalam pemilu atau referendum)<br>Other expenses (e.g. costs for counting votes in an election or referendum) | Rupiah | -    | -    | -    |

# Kesesuaian Penerapan Pedoman Umum Governansi Korporat Indonesia (PUGKI)

## Conformity of Implementation of General Guidelines for Indonesian Corporate Governance (PUGKI)

Berikut disampaikan Rekomendasi dan Panduan dalam Pedoman Umum Governansi Korporat Indonesia (PUGKI) 2021 dan penerapannya oleh Perusahaan.

The following are the Recommendations and Guidelines in the 2021 Indonesian Corporate Governance General Guidelines (PUGKI) and their implementation by Companies.

| Prinsip<br>Principle                                                                                                                             | Rekomendasi<br>Recommendation                                                                  | Panduan<br>Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Uraian<br>Description | Apply or<br>Explain | Keterangan Penerapan<br>Implementation |
|--------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|---------------------|----------------------------------------|
| 1. <b>Peran dan Tanggung Jawab Direksi dan Dewan Komisaris</b><br>Role and Responsibilities of the Board of Directors and Board of Commissioners |                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                       |                     |                                        |
| 1.1                                                                                                                                              | <b>Peran dan Tanggung Jawab Direksi</b><br>Role and Responsibilities of the Board of Directors |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                       |                     |                                        |
|                                                                                                                                                  | 1.1.1                                                                                          | Untuk mencapai penciptaan nilai yang berkelanjutan, Direksi menjalankan peran kepemimpinannya dan berupaya mencapai hasil governansi sebagai berikut:<br>a. berdaya saing dan berfokus ke kinerja jangka panjang;<br>b. beretika dan bertanggung jawab dalam menjalankan bisnis;<br>c. berkontribusi positif terhadap masyarakat dan lingkungan; serta berkemampuan dalam bertahan dan bertumbuh ( <i>corporate resilience</i> ).<br>To achieve sustainable value creation, the Board of Directors carries out its leadership role and strives to achieve the following governance outcomes:<br>a. competitive and focused on long-term performance;<br>b. ethical and responsible in running the business;<br>c. contributing positively to society and the environment; and being able to survive and grow ( <i>corporate resilience</i> ). |                       | ✓                   |                                        |
|                                                                                                                                                  | 1.1.1.1                                                                                        | Direksi mewujudkan standar etika bisnis yang tinggi dan memastikan pelaksanaan kode etik yang melahirkan budaya korporasi yang berintegritas.<br>The Board of Directors embodies high standards of business ethics and ensures the implementation of a code of ethics that creates a corporate culture of integrity.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                       | ✓                   |                                        |
|                                                                                                                                                  | 1.1.1.2                                                                                        | Direksi menumbuhkan budaya korporasi yang memastikan bahwa karyawan memahami tanggung jawab mereka untuk berperilaku sesuai dengan nilai-nilai korporasi dan standar etika bisnis yang tinggi.<br>The Board of Directors fosters a corporate culture that ensures that employees understand their responsibility to behave in accordance with corporate values and high standards of business ethics.                                                                                                                                                                                                                                                                                                                                                                                                                                         |                       | ✓                   |                                        |







| Prinsip Principle | Rekomendasi Recommendation | Panduan Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Apply or Explain | Keterangan Penerapan Implementation |
|-------------------|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------------------------------|
|                   |                            | 1.1.3                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Direksi memastikan dipenuhinya tanggung jawab sosial dan lingkungan korporasi. Direksi mempunyai perencanaan strategis yang jelas dalam melaksanakan tanggung jawab sosial dan lingkungan korporasi.<br>The Board of Directors ensures that the corporation's social and environmental responsibilities are fulfilled. The Board of Directors has a clear strategic plan in implementing the corporation's social and environmental responsibilities.                                                                                                                                                                               | ✓                |                                     |
|                   |                            | 1.1.4                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Direksi memastikan bahwa korporasi kuat secara finansial dan gesit secara operasional.<br>The Board of Directors ensures that the corporation is financially strong and operationally agile.                                                                                                                                                                                                                                                                                                                                                                                                                                        | ✓                |                                     |
|                   | 1.1.2                      | Direksi harus memastikan bahwa misi, visi, tujuan, sasaran, strategi, dan rencana tahunan dan jangka menengah korporasi konsisten dengan tujuan jangka panjang, dengan memanfaatkan inovasi dan teknologi secara efektif.<br>The Board of Directors must ensure that the corporation's mission, vision, goals, objectives, strategies and annual and medium-term plans are consistent with long-term goals, by effectively utilizing innovation and technology. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | ✓                |                                     |
|                   |                            | 1.1.2.1                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Ketika mengembangkan strategi dan rencana, Direksi mempromosikan inovasi dan penggunaan teknologi mutakhir untuk meningkatkan daya saing, menanggapi perhatian dan harapan pemangku kepentingan, serta memenuhi tanggung jawab sosial dan lingkungan.<br>When developing strategies and plans, the Board of Directors promotes innovation and the use of cutting-edge technologies to enhance competitiveness, respond to stakeholder concerns and expectations, and fulfill social and environmental responsibilities.                                                                                                             | ✓                |                                     |
|                   |                            | 1.1.2.2                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Direksi memprioritaskan dan mengedepankan budaya korporasi yang mencakup inovasi dan menyertakan inovasi ke dalam strategi korporasi, perencanaan pengembangan operasional, dan pengawasan operasi.<br>The Board of Directors prioritizes and promotes a corporate culture that embraces innovation and incorporates innovation into corporate strategy, operational development planning, and operational oversight.                                                                                                                                                                                                               | ✓                |                                     |
|                   |                            | 1.1.2.3                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Direksi mendorong inovasi yang meningkatkan penciptaan nilai jangka panjang untuk bisnis dalam lingkungan yang berubah. Inovasi tersebut dapat mencakup merancang model bisnis, produk dan layanan yang inovatif, mempromosikan riset, meningkatkan proses produksi dan operasi, dan berkolaborasi dengan mitra.<br>The Board encourages innovation that enhances long-term value creation for the business in a changing environment. Such innovation may include designing innovative business models, products and services, promoting research, improving production and operations processes, and collaborating with partners. | ✓                |                                     |



| Prinsip Principle | Rekomendasi Recommendation | Panduan Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Apply or Explain | Keterangan Penerapan Implementation |
|-------------------|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------------------------------|
|                   | 1.1.3                      | Direksi memastikan bahwa korporasi menerapkan manajemen risiko dan sistem pengendalian internal yang tepat dan efektif yang selaras dengan visi, misi, tujuan, sasaran, dan strategi korporasi serta mematuhi peraturan perundang-undangan dan standar yang berlaku.<br>The Board of Directors ensures that the corporation implements appropriate and effective risk management and internal control systems that are in line with the corporation's vision, mission, goals, objectives and strategies and comply with applicable laws and regulations and standards. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | ✓                |                                     |
|                   | 1.1.4                      | Direksi memastikan integritas akuntansi dan sistem pelaporan keuangan korporasi dan pengungkapan yang tepat waktu dan akurat atas semua informasi material mengenai korporasi.<br>The Board of Directors ensures the integrity of the corporation's accounting and financial reporting systems and the timely and accurate disclosure of all material information regarding the corporation.                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | ✓                |                                     |
|                   |                            | 1.1.4.1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Direksi memastikan bahwa setiap orang yang terlibat dalam persiapan dan pengungkapan informasi korporasi memiliki pengetahuan, keterampilan, dan pengalaman yang relevan, tercermin antara lain dari sertifikasi profesi yang relevan yang diterbitkan lembaga yang bereputasi. Selain itu, Direksi juga memastikan ketersediaan sumber daya (termasuk karyawan) yang memadai.<br>The Board of Directors ensures that everyone involved in the preparation and disclosure of corporate information has the relevant knowledge, skills, and experience, reflected, among other things, by relevant professional certification issued by reputable institutions. In addition, the Board of Directors also ensures the availability of adequate resources (including employees).                                                                                                                                                                                                                                                                                                                   | ✓                |                                     |
|                   |                            | 1.1.4.2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Ketika menyetujui pengungkapan informasi (termasuk untuk pengungkapan informasi keuangan berkala), Direksi mempertimbangkan semua faktor yang berikut ini:<br>a. Hasil evaluasi ketepatan desain dan efektivitas implementasi sistem pengendalian internal;<br>b. Opini auditor eksternal atas laporan keuangan, pengamatan atas sistem pengendalian internal, dan pengamatan lainnya melalui sumber lain;<br>c. Pendapat Komite Audit;<br>d. Konsistensi dengan tujuan, strategi, dan kebijakan.<br>When approving disclosure of information (including for periodic disclosure of financial information), the Board of Directors considers all of the following factors:<br>a. The results of the evaluation of the appropriateness of the design and effectiveness of the implementation of the internal control system;<br>b. The external auditor's opinion on the financial statements, observations on the internal control system, and other observations through other sources;<br>c. The opinion of the Audit Committee;<br>d. Consistency with objectives, strategies, and policies. | ✓                |                                     |





| Prinsip Principle | Rekomendasi Recommendation | Panduan Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Apply or Explain | Keterangan Penerapan Implementation |
|-------------------|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------------------------------|
|                   |                            | 1.1.4.3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Direksi menyampaikan laporan yang mengomentari Laporan Keuangan Triwulanan dan dipublikasikan bersamaan dengan Laporan Keuangan Triwulanan sehingga bermanfaat bagi investor dan analis yang akan meninjau fundamental dan kinerja keuangan korporasi.<br>The Board of Directors submits a report commenting on the Quarterly Financial Report and is published together with the Quarterly Financial Report so that it is useful for investors and analysts who will review the fundamentals and financial performance of the corporation. | ✓                |                                     |
|                   | 1.1.5                      | Direksi memastikan pelaporan keberlanjutan telah disusun sebagaimana mestinya.<br>The Board of Directors ensures that sustainability reporting has been prepared properly.                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | ✓                |                                     |
|                   |                            | 1.1.5.1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Laporan keberlanjutan disusun berdasarkan kerangka pelaporan yang sesuai dengan ukuran dan kompleksitas korporasi dan memenuhi standar nasional dan atau global.<br>The sustainability report is prepared based on a reporting framework that is appropriate to the size and complexity of the corporation and meets national and/or global standards.                                                                                                                                                                                      | ✓                |                                     |
|                   |                            | 1.1.5.2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Pelaporan keberlanjutan korporasi mencerminkan praktik korporasi yang mendukung penciptaan nilai yang berkelanjutan.<br>Corporate sustainability reporting reflects corporate practices that support sustainable value creation.                                                                                                                                                                                                                                                                                                            | ✓                |                                     |
|                   | 1.1.6                      | Direksi membangun kerangka kerja untuk governansi teknologi informasi (TI) korporasi yang selaras dengan kebutuhan dan prioritas bisnis korporasi, mendorong peluang dan kinerja bisnis, memperkuat manajemen risiko, serta mendukung tujuan dan strategi korporasi.<br>The Board of Directors builds a framework for corporate information technology (IT) governance that is aligned with the corporation's business needs and priorities, drives business opportunities and performance, strengthens risk management, and supports corporate objectives and strategies. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | ✓                |                                     |
|                   |                            | 1.1.6.1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Direksi memastikan bahwa korporasi memiliki kebijakan alokasi sumber daya TI yang memastikan investasi dan alokasi sumber daya TI yang memadai dan optimal.<br>The Board of Directors ensures that the corporation has an IT resource allocation policy that ensures adequate and optimal investment and allocation of IT resources.                                                                                                                                                                                                        | ✓                |                                     |
|                   |                            | 1.1.6.2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Direksi memastikan bahwa manajemen risiko korporasi mencakup manajemen risiko TI.<br>The Board of Directors ensures that corporate risk management includes IT risk management.                                                                                                                                                                                                                                                                                                                                                             | ✓                |                                     |
|                   |                            | 1.1.6.3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Direksi memastikan korporasi memiliki kebijakan dan prosedur keamanan TI, termasuk perlindungan terhadap keamanan dan kerahasiaan data.<br>The Board of Directors ensures that the corporation has IT security policies and procedures, including protection of data security and confidentiality.                                                                                                                                                                                                                                          | ✓                |                                     |



| Prinsip Principle | Rekomendasi Recommendation                                                                                | Panduan Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Apply or Explain | Keterangan Penerapan Implementation                                                                      |
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|                   | 1.1.7                                                                                                     | Bagi korporasi yang menjalankan kegiatan usaha berdasarkan prinsip Syariah, Direksi perlu memastikan kewenangan dan ketersediaan perangkat pendukung yang memadai agar Dewan Pengawas Syariah dapat menjalankan perannya dengan efektif.<br>For corporations that carry out business activities based on Sharia principles, the Board of Directors needs to ensure the authority and availability of adequate supporting devices so that the Sharia Supervisory Board can carry out its role effectively. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | x                | Pupuk Kaltim bukan Perusahaan prinsip syariah<br>Pupuk Kaltim is not a company with sharia principles    |
|                   | 1.1.8                                                                                                     | Piagam Direksi secara periodik ditinjau. Piagam mencakup antara lain pembagian peran Direktur secara individual dapat diatur di Piagam Direksi atau dengan surat keputusan Direksi.<br>The Board of Directors Charter is reviewed periodically. The Charter includes, among other things, the division of roles of individual Directors which can be regulated in the Board of Directors Charter or by a Board of Directors Decree.                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | ✓                |                                                                                                          |
|                   | 1.1.9                                                                                                     | Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan dan terbukti melakukan kesalahan.<br>The Board of Directors has a policy regarding the resignation of members of the Board of Directors if they are involved in financial crimes and are proven to have committed errors.                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | ✓                |                                                                                                          |
| 1.2               | Penilaian Kinerja – Direksi dan Anggotanya<br>Performance Assessment – Board of Directors and its Members |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                  |                                                                                                          |
|                   | 1.2.1                                                                                                     | Dewan Komisaris melakukan evaluasi formal tahunan secara obyektif dan independen untuk menentukan efektivitas Direksi dan setiap individu Direktur.<br>The Board of Commissioners conducts an annual formal evaluation objectively and independently to determine the effectiveness of the Board of Directors and each individual Director.                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | ✓                |                                                                                                          |
|                   |                                                                                                           | 1.2.1.1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Dewan Komisaris menetapkan kebijakan penilaian sendiri (self-assessment) bagi Direksi untuk menilai kinerja Direksi. Hasil penilaian sendiri disampaikan kepada Dewan Komisaris untuk dinilai dan bila diperlukan disesuaikan dengan penilaian Dewan Komisaris.<br>The Board of Commissioners establishes a self-assessment policy for the Board of Directors to assess the performance of the Board of Directors. The results of the self-assessment are submitted to the Board of Commissioners for assessment and if necessary adjusted to the Board of Commissioners' assessment. | x                | Penilaian Direksi dilakukan berdasarkan KPI<br>Board of Directors assessment is carried out based on KPI |





| Prinsip Principle | Rekomendasi Recommendation | Panduan Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Apply or Explain | Keterangan Penerapan Implementation                                                                                                                                                                    |
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|                   |                            | 1.2.1.2                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Kebijakan penilaian sendiri atau kebijakan penilaian lainnya didasarkan pada tolok ukur penilaian yang spesifik, terukur, dapat dicapai, dan relevan serta sesuai dengan yang ditetapkan Dewan Komisaris berdasarkan pertimbangan Komite Nominasi dan Remunerasi dan sebagai dasar penilaian akuntabilitas Direksi mengenai tingkat keberhasilan Korporasi dalam mencapai target-target kinerja. Tolak ukur yang terpilih dicantumkan ke dalam kontrak kesepakatan kerja antara Direksi dengan Dewan Komisaris.<br>Self-assessment policies or other assessment policies are based on specific, measurable, achievable, and relevant assessment benchmarks and in accordance with those determined by the Board of Commissioners based on considerations by the Nomination and Remuneration Committee and as a basis for assessing the accountability of the Board of Directors regarding the level of success of the Corporation in achieving performance targets. The selected benchmarks are included in the work agreement contract between the Board of Directors and the Board of Commissioners. | ✓                |                                                                                                                                                                                                        |
|                   |                            | 1.2.1.3                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Skema remunerasi yang berupa saham yang diberikan kepada Direktur, Komisaris, dan karyawan harus mendapat persetujuan dari pemegang saham.<br>The remuneration scheme in the form of shares given to Directors, Commissioners, and employees must be approved by shareholders.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | x                | Pupuk Kaltim bukan Perusahaan terbuka, sehingga tidak memiliki skema remunerasi berupa saham<br>Pupuk Kaltim is not a public company, so it does not have a remuneration scheme in the form of shares. |
|                   |                            | 1.2.1.4                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Perpanjangan masa jabatan direktur didasarkan pada hasil evaluasi kinerja yang memuaskan atas kontribusinya.<br>The extension of the director's term of office is based on the results of a satisfactory performance evaluation of his/her contribution.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | ✓                |                                                                                                                                                                                                        |
|                   | 1.2.2                      | Dewan Komisaris dengan pertimbangan Komite Nominasi dan Remunerasi, bertanggung jawab menentukan kriteria evaluasi kinerja dan menilai kinerja Direktur Utama dan anggota Direksi lainnya.<br>The Board of Commissioners, with consideration from the Nomination and Remuneration Committee, is responsible for determining the performance evaluation criteria and assessing the performance of the President Director and other members of the Board of Directors. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | ✓                |                                                                                                                                                                                                        |





| Prinsip Principle | Rekomendasi Recommendation | Panduan Guide | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Apply or Explain | Keterangan Penerapan Implementation |
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|                   |                            | 1.2.2.1       | <p>Dewan Komisaris memastikan bahwa evaluasi kinerja Direktur Utama didasarkan pada kriteria yang telah ditentukan sebelumnya yang telah dikomunikasikan kepadanya terlebih dahulu. Kriteria atau evaluasi kinerja harus memberi insentif kepada Direktur Utama untuk menjalankan perannya dalam mendukung pencapaian tujuan korporasi dan penciptaan nilai berkelanjutan.</p> <p>The Board of Commissioners ensures that the performance evaluation of the President Director is based on predetermined criteria that have been communicated to him/her in advance. The criteria or performance evaluation must provide incentives to the President Director to carry out his/her role in supporting the achievement of corporate goals and the creation of sustainable value.</p> | ✓                |                                     |
|                   |                            | 1.2.2.2       | <p>Dewan Komisaris dengan pertimbangan Komite Nominasi dan Remunerasi melakukan evaluasi kinerja tahunan terhadap Direktur Utama. Dewan Komisaris atau Ketua Komite Nominasi dan Remunerasi yang ditunjuk Dewan Komisaris mengkomunikasikan hasil (termasuk area pengembangan) evaluasi kinerja kepada Direktur Utama.</p> <p>The Board of Commissioners, with consideration from the Nomination and Remuneration Committee, conducts an annual performance evaluation of the President Director. The Board of Commissioners or the Chairperson of the Nomination and Remuneration Committee appointed by the Board of Commissioners communicates the results (including areas for development) of the performance evaluation to the President Director.</p>                        | ✓                |                                     |
|                   |                            | 1.2.2.3       | <p>Dewan Komisaris dengan pertimbangan Komite Nominasi dan Remunerasi menyetujui kriteria evaluasi kinerja anggota Direksi lainnya. Dewan Komisaris memastikan Direktur Utama mengevaluasi kinerja anggota Direksi lainnya secara obyektif dan akurat berdasarkan kriteria evaluasi kinerja yang telah ditentukan sebelumnya.</p> <p>The Board of Commissioners, with consideration from the Nomination and Remuneration Committee, approves the performance evaluation criteria for other members of the Board of Directors. The Board of Commissioners ensures that the President Director evaluates the performance of other members of the Board of Directors objectively and accurately based on the performance evaluation criteria that have been previously determined.</p> | ✓                |                                     |





| Prinsip Principle | Rekomendasi Recommendation                                                                           | Panduan Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Uraian Description | Apply or Explain | Keterangan Penerapan Implementation |
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| 1.3               | Peran dan Tanggung Jawab Dewan Komisaris<br>Roles and Responsibilities of the Board of Commissioners |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                    |                  |                                     |
|                   | 1.3.1                                                                                                | <p>Dewan Komisaris mereview strategi korporasi paling tidak setiap tahun dan menyetujui misi, visi dan strategi korporasi yang dirumuskan oleh Direksi. Dewan Komisaris juga mereview, memberikan saran dan menyetujui rencana bisnis dan rencana keuangan jangka panjang dan rencana keuangan jangka pendek korporasi. Dewan Komisaris memberikan advis dan melakukan pemantauan kepada Direksi atas pengelolaan implementasinya. Direksi dan Dewan Komisaris terlibat dalam keputusan yang sangat penting bagi korporasi, diatur dalam anggaran dasar korporasi.</p> <p>The Board of Commissioners reviews the corporate strategy at least annually and approves the mission, vision and corporate strategy formulated by the Board of Directors. The Board of Commissioners also reviews, provides advice and approves the business plan and the long-term financial plan and the short-term financial plan of the corporation. The Board of Commissioners provides advice and monitors the Board of Directors on the management of its implementation. The Board of Directors and the Board of Commissioners are involved in decisions that are very important to the corporation, as stipulated in the corporation's articles of association.</p>                    |                    | ✓                |                                     |
|                   | 1.3.2                                                                                                | <p>Jenis keputusan yang memerlukan persetujuan Dewan Komisaris harus diungkapkan dalam laporan tahunan</p> <p>Types of decisions that require the approval of the Board of Commissioners must be disclosed in the annual report</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                    | ✓                |                                     |
|                   | 1.3.3                                                                                                | <p>Dengan memperhatikan rekomendasi Komite Nominasi dan Remunerasi, Dewan Komisaris mengusulkan kepada, dan untuk diputuskan oleh, RUPS pengangkatan dan/atau pemberhentian anggota Direksi dan anggota Dewan Komisaris. Dalam mengusulkan hal di atas, Dewan Komisaris memperhatikan keberagaman, unsur nondiskriminatif dan memberikan kesempatan yang sama tanpa membedakan suku, agama, ras, antar golongan dan gender. Dewan Komisaris memastikan proses pencalonan dan pemilihan anggota Direksi dan anggota Dewan Komisaris adalah formal dan transparan.</p> <p>By considering the recommendations of the Nomination and Remuneration Committee, the Board of Commissioners proposes to, and to be decided by, the GMS the appointment and/or dismissal of members of the Board of Directors and members of the Board of Commissioners. In proposing the above, the Board of Commissioners pays attention to diversity, non-discriminatory elements and provides equal opportunities without distinguishing between ethnicity, religion, race, inter-group and gender. The Board of Commissioners ensures that the nomination and election process for members of the Board of Directors and members of the Board of Commissioners is formal and transparent.</p> |                    | ✓                |                                     |
|                   | 1.3.4                                                                                                | <p>Dewan Komisaris atau Komite yang menjalankan fungsi nominasi menyusun kebijakan suksesi dalam proses nominasi anggota Direksi. Setiap tahun Dewan Komisaris meninjau pelaporan pelaksanaan rencana pengembangan dan suksesi yang disampaikan Direktur Utama.</p> <p>The Board of Commissioners or the Committee that carries out the nomination function prepares a succession policy in the nomination process for members of the Board of Directors. Every year the Board of Commissioners reviews the reporting on the implementation of the development and succession plan submitted by the President Director.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                    | ✓                |                                     |



| Prinsip Principle | Rekomendasi Recommendation | Panduan Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Uraian Description | Apply or Explain | Keterangan Penerapan Implementation |
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|                   | 1.3.5                      | <p>Dewan Komisaris:</p> <ul style="list-style-type: none"> <li>a. mengajukan kepada RUPS, yang dapat didahului oleh usulan dari Komite yang menjalankan fungsi remunerasi, besaran remunerasi anggota Direksi dan anggota Dewan Komisaris yang selaras dengan pengembangan korporasi yang berkelanjutan dan kepentingan jangka panjang korporasi dan pemegang saham;</li> <li>b. secara berkala mereviu sistem remunerasi Direksi dan Dewan Komisaris.</li> </ul> <p>The Board of Commissioners:</p> <ul style="list-style-type: none"> <li>a. submits to the GMS, which may be preceded by a proposal from the Committee that carries out the remuneration function, the amount of remuneration for members of the Board of Directors and members of the Board of Commissioners that is in line with sustainable corporate development and the long-term interests of the corporation and shareholders;</li> <li>b. periodically reviews the remuneration system for the Board of Directors and Board of Commissioners.</li> </ul> |                    | ✓                |                                     |
|                   | 1.3.6                      | <p>Dewan Komisaris mengawasi efektivitas kebijakan governansi korporat dan implementasinya serta mengusulkan perubahan jika diperlukan.</p> <p>The Board of Commissioners oversees the effectiveness of corporate governance policies and their implementation and proposes changes if necessary.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                    | ✓                |                                     |
|                   | 1.3.6.1                    | <p>Dewan Komisaris memastikan dilakukannya evaluasi secara berkala atas implementasi kebijakan governansi korporat baik secara mandiri maupun menggunakan konsultan eksternal independen.</p> <p>The Board of Commissioners ensures that regular evaluations are carried out on the implementation of corporate governance policies, both independently and using independent external consultants.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                    | ✓                |                                     |
|                   | 1.3.7                      | <p>Dewan Komisaris memantau dan mengarahkan agar korporasi menerapkan manajemen risiko dan sistem pengendalian internal yang tepat dan efektif yang selaras dengan tujuan, sasaran, dan strategi korporasi serta mematuhi peraturan perundang-undangan, kode perilaku dan standar yang berlaku.</p> <p>The Board of Commissioners monitors and directs the corporation to implement appropriate and effective risk management and internal control systems that are in line with the corporation's goals, objectives and strategies and comply with applicable laws and regulations, codes of conduct and standards.</p>                                                                                                                                                                                                                                                                                                                                                                                                            |                    | ✓                |                                     |
|                   | 1.3.7.1                    | <p>Dewan Komisaris memahami sifat dan ruang lingkup risiko utama korporasi, serta secara berkala meninjau dan menyetujui selera risiko (<i>risk appetite</i>) korporasi.</p> <p>The Board of Commissioners understands the nature and scope of the corporation's key risks, and periodically reviews and approves the corporation's risk appetite.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                    | ✓                |                                     |





| Prinsip Principle | Rekomendasi Recommendation | Panduan Guide | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Apply or Explain | Keterangan Penerapan Implementation |
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|                   |                            | 1.3.7.2       | <p>Dewan Komisaris memantau dan menyampaikan masukan untuk meyakinkan bahwa:</p> <ul style="list-style-type: none"> <li>a. penetapan dan penerapan kebijakan manajemen risiko adalah konsisten dengan tujuan, sasaran, strategi, dan selera risiko (<i>risk appetite</i>) korporasi;</li> <li>b. kebijakan manajemen risiko dapat memberikan sinyal peringatan dini (<i>early warning signals</i>) atas risiko material;</li> <li>c. kebijakan manajemen risiko ditinjau secara berkala, misalnya setiap tahun.</li> </ul> <p>The Board of Commissioners monitors and provides input to ensure that:</p> <ul style="list-style-type: none"> <li>a. the establishment and implementation of risk management policies are consistent with the corporation's objectives, targets, strategies, and risk appetite;</li> <li>b. risk management policies can provide early warning signals for material risks;</li> <li>c. risk management policies are reviewed periodically, for example annually.</li> </ul> | ✓                |                                     |
|                   |                            | 1.3.7.3       | <p>Dewan Komisaris memantau dan menyampaikan masukan agar risiko utama teridentifikasi melalui pertimbangan faktor internal dan eksternal.</p> <p>The Board of Commissioners monitors and provides input to ensure that key risks are identified through consideration of internal and external factors.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | ✓                |                                     |
|                   |                            | 1.3.7.4       | <p>Dewan Komisaris memantau dan menyampaikan masukan untuk meyakinkan bahwa dampak dan kemungkinan terjadinya risiko telah dinilai, dan bahwa tersedia strategi dan rencana mitigasi risiko yang tepat.</p> <p>The Board of Commissioners monitors and provides input to ensure that the impact and likelihood of risks occurring have been assessed, and that appropriate risk mitigation strategies and plans are in place.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | ✓                |                                     |
|                   |                            | 1.3.7.5       | <p>Dewan Komisaris secara teratur memantau efektivitas manajemen risiko, sistem pengendalian internal korporasi.</p> <p>The Board of Commissioners regularly monitors the effectiveness of risk management, the corporation's internal control system.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | ✓                |                                     |
|                   | 1.3.8                      |               | <p>Dewan Komisaris mengawasi dan mengarahkan agar tercapai integritas akuntansi dan sistem pelaporan keuangan korporat, serta independensi fungsi audit internal dan eksternal.</p> <p>The Board of Commissioners supervises and directs the achievement of the integrity of the corporate accounting and financial reporting system, as well as the independence of the internal and external audit functions.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | ✓                |                                     |



| Prinsip Principle | Rekomendasi Recommendation | Panduan Guide                                                                                                                                                                                                                                                                                                                                                                                                                     | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Apply or Explain | Keterangan Penerapan Implementation |
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|                   |                            | 1.3.8.1                                                                                                                                                                                                                                                                                                                                                                                                                           | Sebelum menyetujui laporan keuangan, Dewan Komisaris menerima pernyataan dari Direktur Utama dan Direktur Keuangan korporasi, bahwa menurut pendapat mereka, catatan keuangan entitas telah dikelola dengan baik dan laporan keuangan telah disusun sesuai dengan standar akuntansi yang berlaku dan menyajikan secara wajar tentang posisi dan kinerja keuangan korporasi dan bahwa pendapat mereka tersebut dibentuk berdasarkan sistem manajemen risiko dan pengendalian internal yang didesain secara tepat dan diimplementasikan secara efektif. Before approving the financial statements, the Board of Commissioners receives a statement from the President Director and the Finance Director of the corporation, that in their opinion, the entity's financial records have been properly maintained and the financial statements have been prepared in accordance with applicable accounting standards and present fairly the financial position and performance of the corporation and that their opinion is based on a risk management system and internal control that is properly designed and effectively implemented. | ✓                |                                     |
|                   | 1.3.9                      | Dewan Komisaris memantau, mereviu dan menyetujui laporan tahunan dan laporan keberlanjutan Korporasi serta memastikan integritasnya, serta mengawasi proses pengungkapan dan pengkomunikasian korporasi.<br>The Board of Commissioners monitors, reviews and approves the Corporation's annual report and sustainability report and ensures its integrity, and oversees the corporation's disclosure and communication processes. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | ✓                |                                     |
|                   | 1.3.10                     | Piagam Dewan Komisaris secara periodik ditinjau.<br>The Board of Commissioners Charter is periodically reviewed.                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | ✓                |                                     |
|                   | 1.3.11                     | Dewan Komisaris mempunyai kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan dan terbukti melakukan kesalahan.<br>The Board of Commissioners has a policy regarding the resignation of members of the Board of Commissioners if they are involved in financial crimes and proven to have committed wrongdoing.                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | ✓                |                                     |
|                   | 1.3.12                     | Komisaris independen sangat diharapkan untuk dapat berkontribusi dalam diskusi yang jujur, objektif, aktif dan konstruktif pada rapat Dewan Komisaris.<br>Independent commissioners are highly expected to be able to contribute to honest, objective, active and constructive discussions at Board of Commissioners meetings.                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | ✓                |                                     |







| Prinsip Principle | Rekomendasi Recommendation | Panduan Guide | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Apply or Explain | Keterangan Penerapan Implementation |
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|                   |                            | 1.3.12.1      | <p>Jika Komisaris Utama bukan Komisaris Independen, maka Dewan Komisaris menunjuk Komisaris Independen atau Komisaris Independen yang senior (jika Komisaris Independen lebih dari satu orang) untuk menjalankan peran Komisaris Utama untuk tugas-tugas Komisaris Utama yang memiliki potensi benturan kepentingan dengan pihak terafiliasi. Kriteria dalam menunjuk Komisaris Independen senior yaitu:</p> <ol style="list-style-type: none"> <li>mampu menyampaikan pendapat/argumen secara konstruktif kepada Komisaris Utama;</li> <li>dibandingkan komisaris lainnya, memiliki pengetahuan lebih tentang korporasi, termasuk kinerja, pasar, dan pemangku kepentingannya;</li> <li>mampu memberikan pandangan/ pemikiran yang berimbang terhadap isu dan perhatian dari pemegang saham mayoritas.</li> </ol> <p>If the President Commissioner is not an Independent Commissioner, then the Board of Commissioners appoints an Independent Commissioner or a senior Independent Commissioner (if there is more than one Independent Commissioner) to carry out the role of President Commissioner for the duties of the President Commissioner that have the potential for a conflict of interest with affiliated parties. The criteria for appointing a senior Independent Commissioner are:</p> <ol style="list-style-type: none"> <li>able to convey opinions/arguments constructively to the President Commissioner;</li> <li>compared to other commissioners, has more knowledge about the corporation, including its performance, market, and stakeholders;</li> <li>able to provide balanced views/ thoughts on issues and concerns from the majority shareholders.</li> </ol> | ✓                |                                     |



| Prinsip Principle | Rekomendasi Recommendation | Panduan Guide | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Apply or Explain | Keterangan Penerapan Implementation |
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|                   |                            | 1.3.12.2      | <p>Dalam menjalankan peran sebagai anggota Dewan Komisaris, Komisaris Independen agar:</p> <ol style="list-style-type: none"> <li>Bertindak untuk kepentingan terbaik korporasi;</li> <li>Memantau benturan kepentingan antara korporasi dengan anggota Direksi dan Dewan Komisaris atau pemegang saham pengendali;</li> <li>Memperhatikan secara independen pandangan pemegang saham minoritas dan pemangku kepentingan lainnya; dan</li> <li>Mendorong dialog antara manajemen, pemegang saham, dan pemangku kepentingan lainnya.</li> </ol> <p>In carrying out their role as members of the Board of Commissioners, Independent Commissioners must:</p> <ol style="list-style-type: none"> <li>Act in the best interests of the corporation;</li> <li>Monitor conflicts of interest between the corporation and members of the Board of Directors and Board of Commissioners or controlling shareholders;</li> <li>Independently consider the views of minority shareholders and other stakeholders; and</li> <li>Encourage dialogue between management, shareholders, and other stakeholders.</li> </ol> | ✓                |                                     |
|                   |                            | 1.3.12.3      | <p>Korporasi mengungkapkan alasan berakhirnya tugas komisaris independen yang terjadi sebelum masa jabatan berakhir.</p> <p>The corporation discloses the reasons for the termination of the duties of the independent commissioner that occurred before the end of the term of office.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | ✓                |                                     |
|                   |                            | 1.3.13        | <p>Komisaris Utama berperan sebagai koordinator Dewan Komisaris dan memastikan efektivitasnya. Komisaris Utama mendorong budaya keterbukaan dan dialog konstruktif yang memungkinkan berbagai pandangan diungkapkan, termasuk mengkoordinasi penetapan agenda rapat dewan yang tepat dan memastikan waktu yang cukup tersedia untuk mendiskusikan semua agenda. Selain itu, juga harus ada kesempatan bagi Dewan Komisaris untuk bertemu dengan jajaran Direksi dan manajemen senior.</p> <p>The President Commissioner acts as the coordinator of the Board of Commissioners and ensures its effectiveness. The President Commissioner encourages a culture of openness and constructive dialogue that allows various views to be expressed, including coordinating the determination of appropriate board meeting agendas and ensuring sufficient time is available to discuss all agendas. In addition, there must also be an opportunity for the Board of Commissioners to meet with the Board of Directors and senior management.</p>                                                                   | ✓                |                                     |
|                   |                            | 1.3.13.1      | <p>Rincian tugas Komisaris Utama diungkapkan dalam laporan tahunan dan situs web korporasi.</p> <p>Details of the duties of the President Commissioner are disclosed in the annual report and corporate website.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | ✓                |                                     |





| Prinsip Principle | Rekomendasi Recommendation                       | Panduan Guide                                                                                                                                                                                                                                                                                                                                                             | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Apply or Explain | Keterangan Penerapan Implementation |
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|                   |                                                  | 1.3.13.2                                                                                                                                                                                                                                                                                                                                                                  | Komisaris Utama mengkoordinasi pembagian peran pengawasan di antara para anggota Dewan Komisaris, memimpin rapat Dewan Komisaris dan mewakili Dewan Komisaris dalam urusan dengan pihak luar Dewan Komisaris.<br>The President Commissioner coordinates the division of supervisory roles among the members of the Board of Commissioners, chairs the Board of Commissioners meetings and represents the Board of Commissioners in matters with parties outside the Board of Commissioners.                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | ✓                |                                     |
|                   |                                                  | 1.3.13.3                                                                                                                                                                                                                                                                                                                                                                  | Mantan Direktur Utama dan anggota Direksi yang terpilih sebagai anggota Dewan Komisaris tidak dapat langsung ditetapkan sebagai Komisaris utama. Perlu ada masa jeda 2 (dua) tahun untuk dapat ditunjuk kembali sebagai Komisaris Utama. Jika Dewan Komisaris memutuskan bahwa mantan Direktur Utama/anggota Direksi perlu menjadi Komisaris utama, maka Dewan Komisaris memberikan alasan dan penjelasan dalam Laporan Tahunan.<br>Former President Directors and members of the Board of Directors who are elected as members of the Board of Commissioners cannot be immediately appointed as President Commissioners. There must be a 2 (two) year grace period before being reappointed as President Commissioner. If the Board of Commissioners decides that a former President Director/member of the Board of Directors needs to become President Commissioner, the Board of Commissioners will provide reasons and explanations in the Annual Report. | ✓                |                                     |
| 1.4               | Pembentukan Komite<br>Formation of the Committee |                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                  |                                     |
|                   | 1.4.1                                            | Korporasi memiliki komite-komite di bawah Dewan Komisaris sekurang-kurangnya terdiri dari: Komite Audit, Komite Nominasi dan Remunerasi dan Komite Pemantau Manajemen Risiko.<br>The Corporation has committees under the Board of Commissioners consisting of at least: Audit Committee, Nomination and Remuneration Committee and Risk Management Monitoring Committee. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | ✓                |                                     |
|                   |                                                  | 1.4.1.1                                                                                                                                                                                                                                                                                                                                                                   | Untuk Komite yang tidak diwajibkan dalam aturan perundangan, jika tidak memiliki Komite, korporasi mengungkapkan fakta tersebut dan mengungkapkan proses yang digunakan untuk memastikan bahwa fungsi Komite tersebut dilaksanakan Dewan Komisaris sebagaimana mestinya.<br>For Committees that are not required by law, if they do not have a Committee, the corporation shall disclose this fact and disclose the process used to ensure that the functions of the Committee are carried out properly by the Board of Commissioners.                                                                                                                                                                                                                                                                                                                                                                                                                         | ✓                |                                     |



| Prinsip Principle | Rekomendasi Recommendation | Panduan Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Uraian Description | Apply or Explain | Keterangan Penerapan Implementation |
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|                   | 1.4.2                      | Dewan Komisaris memastikan bahwa anggota Komite Audit seluruhnya independen dan komite lain yang dibentuk Dewan Komisaris adalah mayoritas dari pihak independen, serta semua anggota komite memiliki kompetensi, berkomitmen, serta memiliki wewenang yang memadai untuk menjalankan perannya secara efektif dan independen.<br>The Board of Commissioners ensures that all members of the Audit Committee are independent and that other committees formed by the Board of Commissioners are majority independent parties, and that all members of the committee have the competence, commitment, and sufficient authority to carry out their roles effectively and independently.                                                                                                                                                                                    |                    | ✓                |                                     |
|                   | 1.4.2.1                    | Komite memiliki piagam yang secara jelas menetapkan perannya dan memberikan kepadanya semua wewenang yang diperlukan untuk menjalankan perannya. Wewenang ini antara lain mencakup hak untuk memperoleh informasi, bertemu dengan pihak terkait sehubungan dengan pelaksanaan tugasnya (dengan atau tanpa kehadiran manajemen), dan meminta nasihat dari konsultan/ahli eksternal independen jika komite menilai diperlukan.<br>The Committee has a charter that clearly defines its role and grants it all the authority necessary to carry out its role. This authority includes, among other things, the right to obtain information, meet with related parties in connection with the implementation of its duties (with or without the presence of management), and seek advice from independent external consultants/experts if the committee deems it necessary. |                    | ✓                |                                     |
|                   | 1.4.3                      | Untuk memastikan pemantauan atas pelaksanaan tugas Komite Audit berjalan obyektif dan independen, Komisaris Utama tidak boleh menjadi ketua Komite Audit, kecuali dalam keadaan luar biasa yang harus dijelaskan dalam laporan tahunan.<br>To ensure that monitoring of the implementation of the Audit Committee's duties is carried out objectively and independently, the President Commissioner may not be the chairman of the Audit Committee, except in extraordinary circumstances which must be explained in the annual report.                                                                                                                                                                                                                                                                                                                                 |                    | ✓                |                                     |
|                   | 1.5                        | Penilaian Kinerja – Dewan Komisaris dan Anggotanya<br>Performance Assessment – the Board of Commissioners and its Members                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                    |                  |                                     |
|                   | 1.5.1                      | Dewan Komisaris melakukan evaluasi formal tahunan secara objektif untuk menentukan efektivitas Dewan, komitennya, dan setiap individu komisaris.<br>The Board of Commissioners conducts an annual formal evaluation objectively to determine the effectiveness of the Board, its committees, and each individual commissioner.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                    | ✓                |                                     |
|                   | 1.5.1.1                    | Dewan Komisaris dapat mempunyai kebijakan penilaian sendiri ( <i>self-assessment</i> ) untuk menilai kinerja sebagai Dewan secara keseluruhan.<br>The Board of Commissioners may have a self-assessment policy to assess its performance as a Board as a whole.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                    | ✓                |                                     |





| Prinsip Principle | Rekomendasi Recommendation                   | Panduan Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Apply or Explain | Keterangan Penerapan Implementation |
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|                   |                                              | 1.5.1.2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Kebijakan penilaian sendiri atau kebijakan penilaian lainnya didasarkan pada tolok ukur atau kriteria penilaian yang spesifik, terukur, dapat dicapai, dan relevan serta sesuai dengan yang ditetapkan Dewan Komisaris.<br>The self-assessment policy or other assessment policy is based on benchmarks or assessment criteria that are specific, measurable, achievable, and relevant and in accordance with those set by the Board of Commissioners.                                                                                                                                                                                                                                                                                      | ✓                |                                     |
|                   |                                              | 1.5.1.3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Perpanjangan masa jabatan Komisaris didasarkan pada hasil evaluasi kinerja yang memuaskan atas kontribusinya.<br>The extension of a Commissioner's term of office is based on the results of a satisfactory performance evaluation of his or her contribution.                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | ✓                |                                     |
|                   |                                              | 1.5.1.4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Dewan Komisaris melibatkan konsultan eksternal independen secara berkala paling tidak sekali dalam masa jabatan, untuk memfasilitasi evaluasi kinerja Dewan Komisaris yang objektif dan jujur.<br>The Board of Commissioners engages an independent external consultant periodically, at least once during the term of office, to facilitate an objective and honest evaluation of the Board of Commissioners' performance.                                                                                                                                                                                                                                                                                                                 | ✓                |                                     |
| 1.6               | Benturan Kepentingan<br>Conflict of Interest |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                  |                                     |
|                   | 1.6.1                                        | Anggota Direksi yang mempunyai rangkap jabatan di luar korporasi, harus mendapatkan persetujuan dari Dewan Komisaris. Seorang Komisaris memberi tahu Dewan Komisaris dan ketua komite yang menjalankan fungsi nominasi, sebelum menerima penunjukan baru sebagai direktur atau komisaris dari korporasi terbuka, jabatan direktur lainnya atau posisi lain dengan komitmen waktu yang signifikan.<br>Members of the Board of Directors who hold concurrent positions outside the corporation must obtain approval from the Board of Commissioners. A Commissioner shall notify the Board of Commissioners and the chairman of the committee that performs the nomination function, before accepting a new appointment as a director or commissioner of a public corporation, other directorship or other position with a significant time commitment. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | ✓                |                                     |
|                   |                                              | 1.6.1.1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Dewan Komisaris memastikan kebijakan dan pedoman yang jelas bagi anggota Direksi yang menjabat atau ingin menjabat sebagai direktur atau komisaris di korporasi lain. Kebijakan harus menetapkan penunjukan yang diizinkan dan jumlah korporasi yang diizinkan yang di dalamnya mereka dibolehkan untuk secara bersamaan menjabat sebagai Direktur atau Komisaris.<br>The Board of Commissioners ensures clear policies and guidelines for members of the Board of Directors who serve or wish to serve as directors or commissioners in other corporations. The policy must specify the permitted appointments and the permitted number of corporations in which they are permitted to simultaneously serve as Directors or Commissioners. | ✓                |                                     |





| Prinsip Principle | Rekomendasi Recommendation | Panduan Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Apply or Explain | Keterangan Penerapan Implementation |
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|                   | 1.6.2                      | <p>Dewan Komisaris memantau dan mengelola potensi benturan kepentingan manajemen, anggota Direksi, Dewan Komisaris dan pemegang saham, termasuk penyalahgunaan aset korporasi dan penyalahgunaan dalam transaksi pihak berelasi. Komisaris yang memiliki benturan kepentingan tidak turut serta dalam pemantauan dan pengambilan keputusan atas potensi benturan kepentingan yang melibatkan Komisaris atau afiliasi Komisaris yang bersangkutan.</p> <p>The Board of Commissioners monitors and manages potential conflicts of interest of management, members of the Board of Directors, the Board of Commissioners and shareholders, including misuse of corporate assets and misuse in related party transactions. Commissioners who have a conflict of interest do not participate in monitoring and decision-making on potential conflicts of interest involving the Commissioner or affiliates of the Commissioner concerned.</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | ✓                |                                     |
|                   |                            | 1.6.2.1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <p>Dewan Komisaris memiliki prosedur untuk memastikan bahwa anggota Direksi dan anggota Dewan Komisaris yang memiliki benturan kepentingan tidak ikut serta dalam pengambilan keputusan terkait (abstain) benturan kepentingan tersebut.</p> <p>The Board of Commissioners has procedures to ensure that members of the Board of Directors and members of the Board of Commissioners who have a conflict of interest do not participate in decision-making related to (abstain) the conflict of interest.</p>                                                                                                     | ✓                |                                     |
|                   |                            | 1.6.2.2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <p>Setiap anggota Dewan Komisaris menginformasikan segera kepada Direksi dan Dewan Komisaris jika ada potensi benturan kepentingan, termasuk sebagai akibat dari kedudukannya sebagai konsultan atau pejabat di perusahaan pelanggan, pemasok, kreditur, atau partner bisnis lainnya.</p> <p>Each member of the Board of Commissioners must immediately inform the Board of Directors and the Board of Commissioners if there is a potential conflict of interest, including as a result of his/her position as a consultant or official in a customer company, supplier, creditor or other business partner.</p> | ✓                |                                     |
|                   |                            | 1.6.2.3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <p>Semua anggota Direksi mengungkapkan dengan segera potensi benturan kepentingannya kepada Dewan Komisaris dan anggota Direksi lainnya serta tidak turut serta dalam pengambilan keputusan dalam hal yang bersangkutan memiliki benturan kepentingan.</p> <p>All members of the Board of Directors immediately disclose any potential conflict of interest to the Board of Commissioners and other members of the Board of Directors and shall not participate in decision-making in cases where the person concerned has a conflict of interest.</p>                                                            | ✓                |                                     |





| Prinsip Principle | Rekomendasi Recommendation                                                                                                                                 | Panduan Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Apply or Explain | Keterangan Penerapan Implementation |
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|                   |                                                                                                                                                            | 1.6.2.4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>Dalam laporannya, Dewan Komisaris menginformasikan kepada RUPS adanya benturan kepentingan material yang terjadi disertai perlakuannya. Benturan kepentingan material yang sifatnya tidak sekadar sementara waktu dapat berakibat pada penghentian jabatan sebagai anggota Dewan.</p> <p>In its report, the Board of Commissioners informs the GMS of any material conflict of interest that has occurred along with its treatment. A material conflict of interest that is not merely temporary can result in the termination of office as a member of the Board.</p> | ✓                |                                     |
| 1.7               | Peningkatan Kompetensi Anggota Direksi dan Dewan Komisaris<br>Improving the Competence of Members of the Board of Directors and the Board of Commissioners |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                  |                                     |
|                   | 1.7.1                                                                                                                                                      | <p>Dewan Komisaris memastikan bahwa anggota Direksi dan Dewan Komisaris memahami peran dan tanggung jawab mereka, karakteristik dan operasi korporasi, peraturan perundang-undangan dan standar yang relevan serta kewajiban lain yang berlaku. Direksi melalui sekretaris korporasi mendukung semua anggota Direksi dan Dewan Komisaris dalam memperbarui dan menyegarkan keterampilan dan pengetahuan mereka yang diperlukan untuk menjalankan peran mereka di Dewan.</p> <p>The Board of Commissioners ensures that members of the Board of Directors and Board of Commissioners understand their roles and responsibilities, the characteristics and operations of the corporation, relevant laws and regulations and standards and other applicable obligations. The Board of Directors through the corporate secretary supports all members of the Board of Directors and Board of Commissioners in updating and refreshing their skills and knowledge required to carry out their roles on the Board.</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | ✓                |                                     |
|                   |                                                                                                                                                            | 1.7.1.1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>Direksi memastikan bahwa anggota Direksi dan Dewan Komisaris yang baru diangkat menerima program pengenalan yang formal dan memadai serta semua informasi yang relevan dengan peran dan tanggung jawab mereka.</p> <p>The Board of Directors ensures that newly appointed members of the Board of Directors and Board of Commissioners receive a formal and adequate induction program and all information relevant to their roles and responsibilities.</p>                                                                                                           | ✓                |                                     |
|                   |                                                                                                                                                            | 1.7.1.2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>Anggota Direksi dan Dewan Komisaris secara teratur menerima program pelatihan dan pengembangan pengetahuan yang relevan, memadai dan berkelanjutan.</p> <p>Members of the Board of Directors and Board of Commissioners regularly receive relevant, adequate and ongoing training and knowledge development programs.</p>                                                                                                                                                                                                                                              | ✓                |                                     |



| Prinsip Principle                                                                 | Rekomendasi Recommendation                                 | Panduan Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Apply or Explain                                                                                                                                                                                                                       | Keterangan Penerapan Implementation |
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|                                                                                   |                                                            | 1.7.1.3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <p>Anggota Direksi dan Dewan Komisaris secara reguler menerima informasi yang akurat, tepat waktu, dan jelas mengenai perkembangan terakhir peraturan perundang-undangan dan standar yang relevan, kewajiban lain yang berlaku, faktor risiko, dan lingkungan bisnis korporasi.</p> <p>Members of the Board of Directors and Board of Commissioners regularly receive accurate, timely and clear information regarding the latest developments in relevant laws and regulations and standards, other applicable obligations, risk factors and the corporate business environment.</p> | ✓                                                                                                                                                                                                                                      |                                     |
| <b>2. Komposisi dan Remunerasi Direksi dan Dewan Komisaris</b>                    |                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                        |                                     |
| Composition and Remuneration of the Board of Directors and Board of Commissioners |                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                        |                                     |
| 2.1                                                                               | Komposisi Direksi<br>Composition of the Board of Directors |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                        |                                     |
|                                                                                   | 2.1.1                                                      | <p>Dalam menentukan kandidat calon direktur, Dewan Komisaris melalui Komite Nominasi dan Remunersi tidak hanya mengandalkan rekomendasi dari Dewan Komisaris, manajemen atau pemegang saham mayoritas. Dewan Komisaris melalui Komite Nominasi dan Remunerasi dapat menggunakan sumber independen untuk menentukan kandidat yang memenuhi syarat.</p> <p>In determining candidate directors, the Board of Commissioners through the Nomination and Remuneration Committee does not only rely on recommendations from the Board of Commissioners, management or majority shareholders. The Board of Commissioners through the Nomination and Remuneration Committee can use independent sources to determine qualified candidates.</p>                                                                                                           | ✓                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                        |                                     |
|                                                                                   | 2.1.2                                                      | <p>Dewan Komisaris memastikan bahwa kriteria dalam menyeleksi anggota Direksi mencakup paling tidak pengetahuan, kemampuan, dan keahlian yang dibutuhkan untuk memenuhi secara tepat peran Direksi serta memperhatikan terpenuhinya keberagaman Direksi.</p> <p>The Board of Commissioners ensures that the criteria for selecting members of the Board of Directors include at least the knowledge, skills, and expertise required to appropriately fulfill the role of the Board of Directors and takes into account the diversity of the Board of Directors.</p>                                                                                                                                                                                                                                                                             | ✓                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                        |                                     |
|                                                                                   | 2.1.2.1                                                    | <p>Informasi tentang calon Direksi harus diungkapkan dalam proses pemilihan/pemilihan kembali dan wajib tersedia sejak tanggal dilakukannya pemanggilan RUPS sampai dengan penyelenggaraan RUPS serta dapat diunduh melalui situs web Perusahaan Terbuka dan/atau e-RUPS, meliputi:</p> <ul style="list-style-type: none"> <li>a. identitas calon dan alasan pengangkatan;</li> <li>b. kompetensi inti, kualifikasi, dan latar belakang profesional;</li> <li>c. jabatan saat ini di korporasi lain, serta peran penting di organisasi nirlaba/amal;</li> <li>d. faktor-faktor yang mempengaruhi independensi, termasuk hubungan dengan pemegang saham pengendali;</li> <li>e. lama masa jabatan;</li> <li>f. kehadiran dalam rapat Direksi (kecuali untuk Direktur baru); dan</li> <li>g. setiap kepemilikan saham dalam korporasi.</li> </ul> | x                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <p>Pupuk Kaltim bukan perusahaan terbuka sehingga informasi calon Direksi tidak disampaikan dalam situs web</p> <p>Pupuk Kaltim is not a public company so information about prospective directors is not provided on the website.</p> |                                     |





| Prinsip Principle | Rekomendasi Recommendation | Panduan Guide | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Apply or Explain | Keterangan Penerapan Implementation |
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|                   |                            |               | <p>Information on candidates for the Board of Directors must be disclosed in the election/re-election process and must be available from the date of the invitation to the GMS until the GMS is held and can be downloaded through the Public Company's website and/or e-RUPS, including:</p> <ol style="list-style-type: none"> <li>identity of the candidate and reason for appointment;</li> <li>core competencies, qualifications, and professional background;</li> <li>current positions in other corporations, as well as important roles in non-profit/charitable organizations;</li> <li>factors that affect independence, including relationships with controlling shareholders;</li> <li>length of term of office;</li> <li>attendance at Board of Directors meetings (except for new Directors); and</li> <li>any share ownership in the corporation.</li> </ol> |                  |                                     |
|                   |                            | 2.1.2.2       | <p>Komposisi Direksi dibentuk sedemikian rupa sehingga anggota-anggotanya secara kelompok mencerminkan keberagaman dalam hal kemampuan, keahlian, pengetahuan, pengalaman, usia, latar belakang budaya, dan gender yang dibutuhkan untuk memenuhi secara tepat peran Direksi.</p> <p>The composition of the Board of Directors is such that its members as a group reflect the diversity in terms of ability, expertise, knowledge, experience, age, cultural background, and gender required to appropriately fulfill the role of the Board of Directors.</p>                                                                                                                                                                                                                                                                                                               | ✓                |                                     |
|                   |                            | 2.1.2.3       | <p>Penentuan jumlah anggota Direksi mempertimbangkan kondisi korporasi serta efektivitas dalam pengambilan keputusan.</p> <p>Determination of the number of members of the Board of Directors considers corporate conditions and effectiveness in decision making</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | ✓                |                                     |
|                   |                            | 2.1.2.4       | <p>Setidaknya ada satu Direktur yang memiliki pengalaman sebelumnya di sektor utama tempat korporasi beroperasi.</p> <p>At least one Director who has prior experience in the key sectors in which the corporation operates.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | ✓                |                                     |
|                   |                            | 2.1.2.5       | <p>Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi, tercermin antara lain dari sertifikasi profesi yang diterbitkan asosiasi profesi akuntansi yang diakui pemerintah dan terdaftar sebagai anggota di asosiasi profesi tersebut.</p> <p>Members of the Board of Directors in charge of accounting or finance have expertise and/or knowledge in the field of accounting, reflected, among others, from professional certification issued by a government-recognized accounting professional association and are registered as members of the professional association.</p>                                                                                                                                                                                                                         | ✓                |                                     |



| Prinsip Principle | Rekomendasi Recommendation | Panduan Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Uraian Description | Apply or Explain | Keterangan Penerapan Implementation                                                                                                                                                                                                                     |
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|                   | 2.1.3                      | Kebijakan korporasi tentang keberagaman pada, Direksi dan Dewan Komisaris diungkapkan dalam Laporan Tahunan.<br>The corporate policy on diversity in the Board of Directors and Board of Commissioners is disclosed in the Annual Report.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                    | ✓                |                                                                                                                                                                                                                                                         |
|                   | 2.1.3.1                    | Korporasi melaporkan dalam Laporan Tahunan keberagaman Direksi dan Dewan Komisaris saat ini, target komposisi yang terukur dan kemajuan yang dicapai dalam mencapai target tersebut. Informasi harus mencakup referensi tentang bagaimana keberagaman dicapai melalui perencanaan suksesi yang tepat di Direksi dan Dewan Komisaris.<br>The Corporation reports in the Annual Report the current diversity of the Board of Directors and Board of Commissioners, measurable composition targets and the progress made in achieving those targets. The information should include reference to how diversity is achieved through appropriate succession planning in the Board of Directors and Board of Commissioners.                                                                                                                                                                                                                                                                                                                                   |                    | ✓                |                                                                                                                                                                                                                                                         |
|                   | 2.1.4.                     | Dewan Komisaris memastikan bahwa kebijakan dan prosedur untuk seleksi dan nominasi Komisaris adalah jelas dan transparan sehingga dapat menghasilkan komposisi Dewan yang diinginkan. Dewan Komisaris menggunakan sumber independen untuk menentukan kandidat yang memenuhi syarat.<br>The Board of Commissioners ensures that the policies and procedures for selection and nomination of Commissioners are clear and transparent so as to produce the desired Board composition. The Board of Commissioners uses independent sources to determine qualified candidates.                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                    | ✓                |                                                                                                                                                                                                                                                         |
|                   | 2.1.4.1                    | Informasi tentang calon Komisaris harus diungkapkan dalam proses pemilihan/pemilihan kembali dan wajib tersedia sejak tanggal dilakukannya pemanggilan RUPS sampai dengan penyelenggaraan RUPS serta dapat diunduh melalui situs web Perusahaan Terbuka dan/atau e-RUPS, meliputi:<br>a. identitas calon dan alasan pengangkatan;<br>b. kompetensi inti, kualifikasi, dan latar belakang profesional;<br>c. jabatan saat ini di korporasi lain, serta peran penting di organisasi nirlaba/amal;<br>d. faktor-faktor yang mempengaruhi independensi, termasuk hubungan dengan pemegang saham pengendali;<br>e. lama masa jabatan;<br>f. kehadiran dalam rapat Dewan Komisaris dan komite (kecuali untuk Komisaris baru); dan<br>g. setiap kepemilikan saham dalam korporasi.<br>Information on Commissioner candidates must be disclosed in the election/re-election process and must be available from the date of the invitation to the GMS until the GMS is held and can be downloaded through the Public Company's website and/or e-RUPS, including: |                    | x                | Pupuk Kaltim bukan perusahaan terbuka sehingga informasi calon Dewan Komisaris tidak disampaikan dalam situs web<br>Pupuk Kaltim is not a public company so information about candidates for the Board of Commissioners is not provided on the website. |







| Prinsip Principle | Rekomendasi Recommendation | Panduan Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Apply or Explain | Keterangan Penerapan Implementation                                                                                                                      |
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|                   |                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | a. identity of the candidate and reason for appointment;<br>b. core competencies, qualifications, and professional background;<br>c. current positions in other corporations, as well as important roles in non-profit/charitable organizations;<br>d. factors that affect independence, including relationships with controlling shareholders;<br>e. length of term of office;<br>f. attendance at Board of Commissioners and committee meetings (except for new Commissioners); and<br>g. any shareholding in the corporation.          |                  |                                                                                                                                                          |
|                   |                            | 2.1.4.2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Jika Dewan Komisaris menggunakan konsultan eksternal independen dalam proses nominasi, maka informasi relevan mengenai konsultan eksternal independen diungkapkan di laporan tahunan, termasuk informasi mengenai independensi dan benturan kepentingan.<br>If the Board of Commissioners uses an independent external consultant in the nomination process, relevant information regarding the independent external consultant is disclosed in the annual report, including information regarding independence and conflict of interest. | x                | Proses nominasi Dewan Komisaris tidak menggunakan konsultan eksternal<br>The Board of Commissioners nomination process does not use external consultants |
|                   | 2.1.5                      | Dewan Komisaris/Komite yang menjalankan fungsi nominasi menetapkan prosedur dan kriteria nominasi yang konsisten dengan matriks keahlian Dewan Komisaris yang telah disetujui Dewan Komisaris dan memastikan bahwa profil kandidat memenuhi persyaratan yang ditetapkan dalam matriks keahlian dan kriteria nominasi.<br>The Board of Commissioners/Committee performing the nomination function establishes nomination procedures and criteria consistent with the Board of Commissioners' approved skills matrix and ensures that candidate profiles meet the requirements set out in the skills matrix and nomination criteria. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | ✓                |                                                                                                                                                          |
|                   | 2.1.6                      | Komposisi Dewan Komisaris harus dibentuk sedemikian rupa sehingga anggota-anggotanya secara kelompok mencerminkan keberagaman dalam hal kemampuan, keahlian, pengetahuan, pengalaman, usia, latar belakang budaya, dan gender yang dibutuhkan untuk memenuhi secara tepat peran Dewan Komisaris.<br>The composition of the Board of Commissioners must be formed in such a way that its members as a group reflect the diversity in terms of ability, expertise, knowledge, experience, age, cultural background and gender required to properly fulfill the role of the Board of Commissioners.                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | ✓                |                                                                                                                                                          |
|                   |                            | 2.1.6.1.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Setidaknya ada satu Komisaris memiliki pengalaman sebelumnya pengalaman di sektor utama tempat korporasi beroperasi.<br>At least one Commissioner must have previous experience in the primary sector in which the corporation operates.                                                                                                                                                                                                                                                                                                  | ✓                |                                                                                                                                                          |
|                   |                            | 2.1.6.2.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Penentuan jumlah anggota Dewan Komisaris mempertimbangkan kondisi korporasi.<br>Determining the number of members of the Board of Commissioners takes into account corporate conditions.                                                                                                                                                                                                                                                                                                                                                  | ✓                |                                                                                                                                                          |

| Prinsip Principle | Rekomendasi Recommendation | Panduan Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Apply or Explain | Keterangan Penerapan Implementation |
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|                   | 2.1.7                      | Untuk memampukan Dewan Komisaris dalam memberikan advis dan supervisi secara independen kepada Direksi dan untuk peran-peran yang terdapat potensi benturan kepentingan, Dewan Komisaris terdiri dari Komisaris Independen yang cukup jumlahnya, dengan masa jabatan yang dibatasi dan terdapat pengungkapan jangka waktu keanggotaan Dewan Komisaris serta independensi mereka dari sudut pandang korporasi.<br>To enable the Board of Commissioners to provide independent advice and supervision to the Board of Directors and for roles that have the potential for conflict of interest, the Board of Commissioners consists of a sufficient number of Independent Commissioners, with limited terms of office and disclosure of the term of membership of the Board of Commissioners and their independence from a corporate perspective. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | ✓                |                                     |
|                   |                            | 2.1.7.1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Mantan Direktur Utama/anggota Direksi dapat masuk ke dalam Dewan Komisaris sebagai Komisaris Independen hanya dalam kondisi luar biasa dan harus ada masa jeda antara jabatan tersebut setidaknya 2 (dua) tahun.<br>Former President Directors/Board of Directors members may join the Board of Commissioners as Independent Commissioners only under extraordinary conditions and there must be a gap period of at least 2 (two) years between these positions.                                                                                                                                                              | ✓                |                                     |
|                   |                            | 2.1.7.2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Mantan Komisaris Independen dapat diangkat kembali sebagai Komisaris Independen hanya dalam kondisi luar biasa dan harus ada masa jeda antara jabatan tersebut setidaknya 2 (dua) tahun.<br>Former Independent Commissioners may be reappointed as Independent Commissioners only under extraordinary circumstances and there must be a gap between the terms of office of at least 2 (two) years.                                                                                                                                                                                                                            | ✓                |                                     |
|                   |                            | 2.1.7.3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Masa jabatan Komisaris Independen tidak boleh melebihi batas waktu 9 (sembilan) tahun. Bagi korporasi dengan masa jabatan 5 (lima) tahun maka tidak boleh melebihi batas waktu 10 (sepuluh) tahun. Setelah sembilan/sepuluh tahun, seorang Komisaris Independen dapat terus menjabat hanya sebagai Komisaris.<br>The term of office of an Independent Commissioner may not exceed a time limit of 9 (nine) years. For corporations with a term of office of 5 (five) years, it may not exceed a time limit of 10 (ten) years. After nine/ten years, an Independent Commissioner may continue to serve only as a Commissioner. | ✓                |                                     |
|                   | 2.1.8                      | Untuk memfasilitasi fungsi Direksi dan Dewan Komisaris yang efektif dan guna meningkatkan kepercayaan investor dan pemangku kepentingan, Komite Nominasi dan Remunerasi memastikan bahwa terdapat proses yang formal, ketat dan transparan untuk penunjukan dan pengangkatan anggota Direksi dan Dewan Komisaris.<br>In order to facilitate the effective functioning of the Board of Directors and Board of Commissioners and to enhance investor and stakeholder confidence, the Nomination and Remuneration Committee ensures that there is a formal, rigorous and transparent process for the appointment and promotion of members of the Board of Directors and Board of Commissioners.                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | ✓                |                                     |





| Prinsip Principle | Rekomendasi Recommendation | Panduan Guide | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Apply or Explain | Keterangan Penerapan Implementation |
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|                   |                            |               | <p>Tanggung jawab dan peran Komite Nominasi dan Remunerasi termasuk namun tidak terbatas pada:</p> <p>a. menyusun pedoman untuk memastikan bahwa semua Komisaris mengalokasikan waktu yang cukup kepada korporasi agar dapat menjalankan tanggung jawab mereka secara efektif. Pedoman tersebut mencakup di antaranya:</p> <p>i. Dalam penunjukan komisaris utama, Komite Nominasi dan Remunerasi menyiapkan uraian spesifikasi pekerjaan, termasuk persyaratan komitmen waktu yang juga mempertimbangkan kebutuhan komitmen waktu pada saat krisis. Adanya komitmen signifikan lainnya di luar korporasi harus diungkapkan kepada Dewan Komisaris sebelum penunjukan dan diungkapkan dalam laporan tahunan. Perubahan komitmen harus segera dilaporkan kepada Dewan Komisaris dan dampaknya dijelaskan dalam laporan tahunan berikutnya;</p> <p>ii. Dalam penunjukan anggota komisaris, Komite Nominasi dan Remunerasi menetapkan syarat dan ketentuan penunjukan anggota komisaris. Syarat dan ketentuan ini tersedia untuk dilakukan pemeriksaan. Komitmen waktu yang diharapkan dicantumkan dalam Surat penunjukan anggota Komisaris dan anggota Komisaris harus memiliki waktu yang cukup untuk memenuhi komitmen waktu yang diharapkan. Adanya komitmen signifikan lainnya di luar korporasi harus diungkapkan kepada Dewan Komisaris sebelum penunjukan, beserta indikasi komitmen waktu yang diperlukan dan Dewan Komisaris harus diberitahu jika terdapat perubahan atas komitmen tersebut;</p> <p>The responsibilities and roles of the Nomination and Remuneration Committee include but are not limited to:</p> <p>a. preparing guidelines to ensure that all Commissioners allocate sufficient time to the corporation to carry out their responsibilities effectively. The guidelines include among others:</p> <p>i. In appointing the main commissioner, the Nomination and Remuneration Committee prepares a description of the job specifications, including time commitment requirements that also consider the need for time commitment during times of crisis. The existence of other significant commitments outside the corporation must be disclosed to the Board of Commissioners prior to appointment and disclosed in the annual report. Changes in commitments must be reported immediately to the Board of Commissioners and the impact explained in the next annual report;</p> |                  |                                     |



| Prinsip<br>Principle | Rekomendasi<br>Recommendation                                                                                   | Panduan<br>Guide | Uraian<br>Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Apply or<br>Explain | Keterangan Penerapan<br>Implementation |
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|                      |                                                                                                                 |                  | <p>ii. In appointing members of the board of commissioners, the Nomination and Remuneration Committee determines the terms and conditions for appointing members of the board of commissioners. These terms and conditions are available for inspection. The expected time commitment is stated in the Letter of Appointment of the member of the Board of Commissioners and the member of the Board of Commissioners must have sufficient time to fulfill the expected time commitment. The existence of other significant commitments outside the corporation must be disclosed to the Board of Commissioners prior to appointment, along with an indication of the time commitment required and the Board of Commissioners must be notified if there are changes to such commitments;</p>                                                                                                                                                                                                                                                                                                                                                                                        |                     |                                        |
|                      |                                                                                                                 | 2.1.8.1          | <p>b. secara proaktif memimpin dan bertanggung jawab atas pengembangan, implementasi, dan revaluasi berkelanjutan atas perencanaan suksesi Direksi dan Dewan Komisaris;</p> <p>c. menjunjung tinggi prinsip independensi dalam menangani benturan kepentingan (dan potensi benturan kepentingan) di antara anggota komite dalam pelaksanaan tugas Komite;</p> <p>d. mempertimbangkan dan bertanggung jawab dalam menunjuk konsultan independen nominasi, termasuk pemilihan dan persyaratan dalam penugasannya, serta mengungkapkan identitas dan biaya jasa konsultasi.</p> <p>b. proactively lead and be responsible for the development, implementation, and ongoing review of the succession planning of the Board of Directors and Board of Commissioners;</p> <p>c. uphold the principle of independence in handling conflicts of interest (and potential conflicts of interest) among committee members in carrying out the duties of the Committee;</p> <p>d. consider and be responsible for appointing nominated independent consultants, including the selection and requirements for their assignment, and disclosing the identity and cost of consulting services.</p> |                     |                                        |
| 2.2                  | Remunerasi Direksi dan Dewan Komisaris<br>Remuneration of the Board of Directors and the Board of Commissioners |                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                     |                                        |





| Prinsip Principle | Rekomendasi Recommendation | Panduan Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Apply or Explain | Keterangan Penerapan Implementation |
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|                   | 2.2.1                      | <p>Kebijakan remunerasi anggota Direksi terdiri atas struktur remunerasi yang berorientasi pada pengembangan korporasi yang berkelanjutan dan mendorong pencapaian tujuan jangka panjang. Remunerasi Direksi harus diusulkan, dapat dengan melalui Komite Nominasi dan Remunerasi, oleh Dewan Komisaris untuk diputuskan oleh RUPS. Jumlah remunerasi yang diusulkan kepada RUPS tersebut ditetapkan dengan mempertimbangkan peran setiap anggota Direksi dan situasi ekonomi serta kinerja korporasi.</p> <p>The remuneration policy for members of the Board of Directors consists of a remuneration structure that is oriented towards sustainable corporate development and encourages the achievement of long-term goals. The remuneration of the Board of Directors must be proposed, which can be through the Nomination and Remuneration Committee, by the Board of Commissioners to be decided by the GMS. The amount of remuneration proposed to the GMS is determined by considering the role of each member of the Board of Directors and the economic situation and corporate performance.</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | ✓                |                                     |
|                   |                            | 2.2.1.1.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>Kebijakan remunerasi bersifat wajar dan adil, baik dalam struktur maupun besaran, dan ditentukan dalam konteks nilai-nilai korporasi, struktur penghargaan internal, dan mendorong kompetisi dengan tetap peka terhadap harapan pemangku kepentingan dan norma masyarakat.</p> <p>Remuneration policies are fair and equitable, both in structure and magnitude, and are determined in the context of corporate values, internal reward structures, and encourage competition while remaining sensitive to stakeholder expectations and societal norms.</p>                                                                                                                                                                       | ✓                |                                     |
|                   |                            | 2.2.1.2.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>Korporasi memiliki kebijakan remunerasi anggota Direksi yang berbasis kinerja dan selaras dengan pencapaian kepentingan jangka panjang korporasi, seperti ukuran kinerja sebagai berikut: opsi kepemilikan saham, bonus yang ditangguhkan, provisi pengembalian sebagian atau seluruh bonus/insentif yang telah dibayar (<i>clawback</i>).</p> <p>The Corporation has a performance-based remuneration policy for members of the Board of Directors and is aligned with achieving the long-term interests of the corporation, such as the following performance measures: stock ownership options, deferred bonuses, provision for the return of part or all of the bonuses/incentives that have been paid (<i>clawback</i>).</p> | ✓                |                                     |
|                   |                            | 2.2.1.3.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>Direksi tidak menerima fasilitas lain di luar fasilitas yang sudah diberikan berdasarkan Rapat Umum Pemegang Saham korporasi.</p> <p>The Board of Directors does not receive any other facilities beyond those already granted under the corporation's General Meeting of Shareholders.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                       | ✓                |                                     |



| Prinsip Principle | Rekomendasi Recommendation | Panduan Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Apply or Explain | Keterangan Penerapan Implementation                                                                                                                                                                                      |
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|                   | 2.2.2                      | <p>Kebijakan remunerasi anggota Dewan Komisaris terdiri atas struktur remunerasi yang berorientasi pada pengembangan korporasi yang berkelanjutan dan mendorong pencapaian tujuan jangka panjang. Jumlah remunerasi yang diusulkan Dewan Komisaris kepada RUPS tersebut ditetapkan dengan mempertimbangkan peran setiap anggota Dewan Komisaris dan situasi ekonomi serta kinerja korporasi. Di samping itu, harus dipertimbangkan posisinya sebagai Komisaris Utama dan ketua serta keanggotaannya dalam komite-komite.</p> <p>The remuneration policy for members of the Board of Commissioners consists of a remuneration structure that is oriented towards sustainable corporate development and encourages the achievement of long-term goals. The amount of remuneration proposed by the Board of Commissioners to the GMS is determined by considering the role of each member of the Board of Commissioners and the economic situation and corporate performance. In addition, consideration must be given to their positions as President Commissioner and chairman and their membership in committees.</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | x                | <p>Kebijakan remunerasi Dewan Komisaris belum mempertimbangkan pencapaian tujuan jangka panjang</p> <p>The Board of Commissioners' remuneration policy has not taken into account the achievement of long-term goals</p> |
|                   |                            | 2.2.2.1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>Remunerasi Dewan Komisaris harus berupa remunerasi tetap. Jika anggota Dewan Komisaris diberi remunerasi terkait kinerja maka dasar pemberian harus terkait dengan pengembangan jangka panjang korporasi dan berbeda dengan anggota Direksi.</p> <p>The remuneration of the Board of Commissioners must be a fixed remuneration. If members of the Board of Commissioners are given performance-related remuneration, the basis for the provision must be related to the long-term development of the corporation and different from members of the Board of Directors.</p> | x                | <p>Kebijakan remunerasi Dewan Komisaris belum mempertimbangkan pencapaian tujuan jangka panjang</p> <p>The Board of Commissioners' remuneration policy has not taken into account the achievement of long-term goals</p> |
|                   |                            | 2.2.2.2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>Komisaris Independen tidak boleh menerima opsi saham, saham yang dikaitkan dengan kinerja, atau bonus. Independent Commissioners may not receive stock options, performance-linked shares, or bonuses.</p>                                                                                                                                                                                                                                                                                                                                                                  | x                | <p>Pupuk Kaltim bukan perusahaan terbuka</p> <p>Pupuk Kaltim is not a public company</p>                                                                                                                                 |
|                   | 2.2.3                      | <p>Untuk memastikan bahwa paket remunerasi ditentukan berdasarkan prestasi, kualifikasi dan kompetensi Direktur dan Komisaris dengan memperhatikan kinerja operasi korporasi, kinerja individu dan kondisi pasar, Komite Nominasi dan Remunerasi memastikan bahwa terdapat prosedur yang adil dan transparan untuk menetapkan kebijakan remunerasi anggota Direksi dan Dewan Komisaris.</p> <p>To ensure that the remuneration package is determined based on the achievements, qualifications and competencies of the Directors and Commissioners by taking into account the corporate operational performance, individual performance and market conditions, the Nomination and Remuneration Committee ensures that there is a fair and transparent procedure for determining the remuneration policy for members of the Board of Directors and Board of Commissioners.</p>                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | ✓                |                                                                                                                                                                                                                          |





| Prinsip Principle | Rekomendasi Recommendation | Panduan Guide | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Apply or Explain | Keterangan Penerapan Implementation |
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|                   |                            | 2.2.3.1       | <p>Dalam menjalankan perannya Komite Nominasi dan Remunerasi:</p> <ol style="list-style-type: none"> <li>menentukan proporsi yang tepat dan seimbang antara komponen remunerasi yang tetap dan yang terkait kinerja, komponen remunerasi yang dibayar langsung atau yang ditangguhkan. Indikator kinerja, termasuk indikator non-keuangan, dipastikan relevan dan dirancang untuk mendukung pencapaian kinerja jangka panjang korporat. Insentif remunerasi dipastikan sesuai dengan kebijakan risiko korporasi. Selain itu, terdapat penetapan batas atas remunerasi dan batas atas tersebut diungkapkan di laporan tahunan;</li> <li>mempertimbangkan apakah direktur dan komisaris memenuhi syarat untuk memperoleh bonus tahunan dan/atau tunjangan dengan skema insentif jangka panjang;</li> <li>secara hati-hati mempertimbangkan kewajiban kompensasi (termasuk iuran pensiun dan semua komponen lainnya) yang menjadi hak Direktur/ Komisaris jika diberhentikan lebih awal. Tujuannya adalah untuk menghindari pemberian penghargaan atas kinerja yang tidak baik;</li> <li>mempertimbangkan konsekuensi kewajiban pensiun dan manfaat jangka panjang lainnya bagi Direktur dan Komisaris bagi korporasi, termasuk dampak kenaikan imbalan kerja tersebut dan perubahan lainnya, terutama untuk Direktur dan Komisaris yang hampir pensiun;</li> <li>menjunjung tinggi prinsip independensi dalam menangani benturan kepentingan (dan potensi benturan kepentingan) di antara anggota komite dalam pelaksanaan tugas Komite;</li> <li>mempertimbangkan dan bertanggung jawab dalam menunjuk konsultan independen remunerasi, termasuk pemilihan dan persyaratan dalam penugasannya, serta mengungkapkan identitas dan biaya jasa konsultasi.</li> </ol> <p>In carrying out its role, the Nomination and Remuneration Committee:</p> <ol style="list-style-type: none"> <li>determines the appropriate and balanced proportion between fixed and performance-related remuneration components, remuneration components paid directly or deferred. Performance indicators, including non-financial indicators, are ensured to be relevant and designed to support the achievement of long-term corporate performance. Remuneration incentives are ensured to be in accordance with the corporate risk policy. In addition, there is a determination of the upper limit of remuneration and the upper limit is disclosed in the annual report;</li> </ol> |                  |                                     |



| Prinsip Principle                                                                                                                             | Rekomendasi Recommendation                             | Panduan Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Apply or Explain | Keterangan Penerapan Implementation |
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|                                                                                                                                               |                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>b. considers whether directors and commissioners are eligible to receive annual bonuses and/or benefits with a long-term incentive scheme;</li> <li>c. carefully considers the compensation obligations (including pension contributions and all other components) that are the rights of Directors/ Commissioners if dismissed early. The aim is to avoid giving awards for poor performance;</li> <li>d. considers the consequences of pension obligations and other long-term benefits for Directors and Commissioners for the corporation, including the impact of increases in such work benefits and other changes, especially for Directors and Commissioners who are nearing retirement;</li> <li>e. upholds the principle of independence in handling conflicts of interest (and potential conflicts of interest) among committee members in carrying out the Committee's duties;</li> <li>f. consider and be responsible for appointing independent remuneration consultants, including the selection and requirements for their assignment, and disclose the identity and costs of consulting services.</li> </ul> |                  |                                     |
| 3. Hubungan Kerja antara Direksi dengan Dewan Komisaris<br>Working Relationship between the Board of Directors and the Board of Commissioners |                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                  |                                     |
| 3.1                                                                                                                                           | Sifat Hubungan Kerja<br>Nature of Working Relationship |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | ✓                |                                     |
|                                                                                                                                               | 3.1.1                                                  | <p>Terdapat diskusi yang terbuka antara Direksi dengan Dewan Komisaris serta di antara para anggota Direksi dan para anggota Direksi dan para anggota Dewan Komisaris. Namun, tetap penting menjaga kerahasiaan informasi agar tidak terjadi kebocoran informasi rahasia.</p> <p>There is an open discussion between the Board of Directors and the Board of Commissioners and between the members of the Board of Directors and the members of the Board of Directors and the members of the Board of Commissioners. However, it is still important to maintain the confidentiality of information to prevent leakage of confidential information.</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | ✓                |                                     |
|                                                                                                                                               | 3.1.2                                                  | <p>Sesuai dengan tugas dan perannya masing-masing, Direksi bekerja sama dengan Dewan Komisaris dalam merumuskan misi, visi dan strategi korporasi dan secara reguler membahas pengimplementasiannya.</p> <p>In accordance with their respective duties and roles, the Board of Directors works together with the Board of Commissioners in formulating the corporate mission, vision and strategy and regularly discusses its implementation.</p>                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | ✓                |                                     |
|                                                                                                                                               | 3.1.3                                                  | <p>Sekretaris Korporasi memiliki peran penting dalam mendukung efektivitas hubungan kerja antara Direksi dengan Dewan Komisaris, mendorong implementasi praktik governansi korporat yang baik, termasuk komunikasi yang efektif dengan pemegang saham dan pemangku kepentingan lainnya.</p> <p>The Corporate Secretary has an important role in supporting the effectiveness of the working relationship between the Board of Directors and the Board of Commissioners, encouraging the implementation of good corporate governance practices, including effective communication with shareholders and other stakeholders.</p>                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | ✓                |                                     |





| Prinsip Principle | Rekomendasi Recommendation | Panduan Guide | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Apply or Explain | Keterangan Penerapan Implementation |
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|                   |                            | 3.1.3.1       | <p>Peran dan tanggung jawab Sekretaris Korporasi mencakup, namun tidak terbatas pada:</p> <ol style="list-style-type: none"> <li>Memastikan arus informasi yang baik antara Dewan Komisaris dengan komitenya dan antara Dewan Komisaris dengan Direksi;</li> <li>memantau perkembangan governansi korporat, termasuk memastikan piagam Dewan Komisaris, Direksi, dan komite dilaksanakan sepenuhnya, membantu serta memberikan advis kepada Direksi dan Dewan Komisaris dalam menerapkan praktik governansi korporat untuk memenuhi harapan pemangku kepentingan;</li> <li>Mengelola semua keperluan rapat Dewan Komisaris, Direksi, Direksi dengan Dewan Komisaris, komite yang dibentuk Dewan Komisaris, menghadiri dan mencatat risalah semua rapat dan memfasilitasi komunikasi antara Direksi dengan Dewan Komisaris, termasuk memastikan bahwa pembahasan dan keputusan rapat Direksi dan Dewan Komisaris dicatat secara akurat dalam risalah;</li> <li>Mengatur dan memfasilitasi orientasi Direktur/Komisaris/ anggota komite baru dan pengembangan profesional Direktur/Komisaris/anggota komite;</li> <li>Mengelola aktivitas hubungan investor untuk menjaga dan meningkatkan komunikasi antara korporasi dengan pemegang saham/investor, baik lokal maupun asing.</li> </ol> <p>The roles and responsibilities of the Corporate Secretary include, but are not limited to:</p> <ol style="list-style-type: none"> <li>Ensuring a good flow of information between the Board of Commissioners and its committees and between the Board of Commissioners and the Board of Directors;</li> <li>Monitoring the development of corporate governance, including ensuring that the charters of the Board of Commissioners, Board of Directors, and committees are fully implemented, assisting and providing advice to the Board of Directors and the Board of Commissioners in implementing corporate governance practices to meet stakeholder expectations;</li> <li>Managing all meeting requirements of the Board of Commissioners, Board of Directors, Board of Directors with the Board of Commissioners, committees formed by the Board of Commissioners, attending and recording the minutes of all meetings and facilitating communication between the Board of Directors and the Board of Commissioners, including ensuring that discussions and decisions of the Board of Directors and Board of Commissioners meetings are accurately recorded in the minutes;</li> </ol> | ✓                |                                     |



| Prinsip<br>Principle | Rekomendasi<br>Recommendation                                                                   | Panduan<br>Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Uraian<br>Description                                                                                                                                                                                                                                                                                                                                                                    | Apply or<br>Explain | Keterangan Penerapan<br>Implementation |
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|                      |                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>d. Arranging and facilitating the orientation of new Directors/ Commissioners/committee members and the professional development of Directors/ Commissioners/committee members;</p> <p>e. Managing investor relations activities to maintain and improve communication between the corporation and shareholders/ investors, both local and foreign.</p>                               |                     |                                        |
|                      |                                                                                                 | 3.1.3.2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <p>Setiap Direktur dan Komisaris dapat berkomunikasi langsung dengan Sekretaris Korporat dan sebaliknya. Each Director and Commissioner can communicate directly with the Corporate Secretary and vice versa.</p>                                                                                                                                                                        | ✓                   |                                        |
|                      |                                                                                                 | 3.1.3.3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <p>Dewan Komisaris memberikan pertimbangan kepada Direksi dalam pengangkatan dan pemberhentian Sekretaris Korporasi. The Board of Commissioners provides consideration to the Board of Directors in the appointment and dismissal of the Corporate Secretary.</p>                                                                                                                        | ✓                   |                                        |
| 3.2                  | <p>Akses informasi Dewan Komsaris<br/>Access to information from the Board of Commissioners</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                          |                     |                                        |
|                      | 3.2.1                                                                                           | <p>Direksi bertanggung jawab untuk memastikan Dewan Komisaris mendapatkan akses informasi yang akurat, relevan dan tepat waktu. Dewan Komisaris sendiri memastikan bahwa ia memperoleh informasi yang memadai. Direksi menyediakan informasi kepada Dewan Komisaris secara teratur, tanpa penundaan dan secara komprehensif tentang semua masalah yang relevan dengan korporasi. Dewan Komisaris sewaktu-waktu dapat meminta Direksi untuk memberikan informasi tambahan. The Board of Directors is responsible for ensuring that the Board of Commissioners has access to accurate, relevant and timely information. The Board of Commissioners itself ensures that it obtains adequate information. The Board of Directors provides information to the Board of Commissioners regularly, without delay and comprehensively on all issues relevant to the corporation. The Board of Commissioners may at any time request the Board of Directors to provide additional information.</p> |                                                                                                                                                                                                                                                                                                                                                                                          | ✓                   |                                        |
|                      |                                                                                                 | 3.2.1.1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <p>Dewan Komisaris memiliki proses yang memungkinkan anggota Dewan Komisaris, termasuk Komisaris Independen, dapat memiliki akses ke Direksi dan manajemen senior terkait. The Board of Commissioners has a process that allows members of the Board of Commissioners, including Independent Commissioners, to have access to the Board of Directors and relevant senior management.</p> | ✓                   |                                        |
|                      |                                                                                                 | 3.2.1.2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <p>Direktur Utama atau Sekretaris Perusahaan segera menginformasikan kepada Dewan Komisaris tentang peristiwa besar yang material dan penting mengenai kondisi dan kinerja serta pengelolaan korporasi. Jika diperlukan, rapat Dewan Komisaris diadakan untuk membahas peristiwa tersebut.</p>                                                                                           | ✓                   |                                        |







| Prinsip Principle | Rekomendasi Recommendation                                                                                                                                                                                                           | Panduan Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Apply or Explain | Keterangan Penerapan Implementation                                           |
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|                   |                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | The President Director or Corporate Secretary shall immediately inform the Board of Commissioners of any major material and important events concerning the condition and performance and management of the corporation. If necessary, a Board of Commissioners meeting shall be held to discuss the event.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                  |                                                                               |
|                   |                                                                                                                                                                                                                                      | 3.2.1.3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Di antara rapat Dewan, Dewan Komisaris berhubungan secara teratur dengan Direksi agar terus dapat terinformasikan perkembangan korporasi yang perlu mendapat perhatian Dewan Komisaris sehingga Dewan Komisaris dapat menjalankan tugasnya dengan lebih efektif.<br>Between Board meetings, the Board of Commissioners regularly communicates with the Board of Directors to continue to be informed of corporate developments that require the attention of the Board of Commissioners so that the Board of Commissioners can carry out its duties more effectively.                                                                                                                                                                                                                                 | ✓                |                                                                               |
| 3.3               | Tanggung jawab Direksi dan Dewan Komisaris atas Dampak Struktur Kepemilikan terhadap Korporasi<br>Responsibilities of the Board of Directors and the Board of Commissioners for the Impact of Ownership Structure on the Corporation |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                  |                                                                               |
|                   | 3.3.1                                                                                                                                                                                                                                | Dampak struktur kepemilikan terhadap korporasi. Direksi dan Dewan Komisaris mempertimbangkan tanggung jawabnya dalam konteks struktur kepemilikan saham dan hubungan antar-pemegang saham korporasi yang mungkin berdampak terhadap pengelolaan dan operasi korporasi.<br>Impact of ownership structure on the corporation. The Board of Directors and the Board of Commissioners consider their responsibilities in the context of the corporation's shareholding structure and shareholder relationships that may impact the management and operations of the corporation. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | x                | Pupuk Kaltim bukan perusahaan terbuka<br>Pupuk Kaltim is not a public company |
|                   |                                                                                                                                                                                                                                      | 3.3.1.1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Direksi dan Dewan Komisaris memahami struktur kepemilikan pemegang saham dan hubungan antar-pemegang saham korporasi, serta mempertimbangkan dampaknya terhadap pengendalian atas korporasi, termasuk perjanjian tertulis dan tidak tertulis keluarga sebagai pemegang saham pengendali, perjanjian antar pemegang saham, atau kebijakan grup bisnis yang korporasi merupakan bagiannya.<br>The Board of Directors and the Board of Commissioners understand the corporation's shareholder ownership structure and shareholder relationships, and consider their impact on control over the corporation, including written and unwritten agreements of the family as controlling shareholders, agreements between shareholders, or policies of the business group of which the corporation is a part. | x                | Pupuk Kaltim bukan perusahaan terbuka<br>Pupuk Kaltim is not a public company |



| Prinsip Principle                                                                 | Rekomendasi Recommendation                                       | Panduan Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Apply or Explain | Keterangan Penerapan Implementation                                           |
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|                                                                                   |                                                                  | 3.3.1.2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Direksi dan Dewan Komisaris memastikan bahwa struktur kepemilikan pemegang saham dan hubungan antar-pemegang saham korporasi tidak mempengaruhi pelaksanaan peran dan tanggung jawab Direksi dan Dewan Komisaris, (termasuk di antaranya dalam kaitannya dengan rencana suksesi Direksi) demi kepentingan terbaik korporasi.<br>The Board of Directors and the Board of Commissioners ensure that the corporation's shareholding structure and shareholder relationships do not affect the implementation of the roles and responsibilities of the Board of Directors and the Board of Commissioners, (including in relation to the Board of Directors' succession plan) in the best interests of the corporation. | x                | Pupuk Kaltim bukan perusahaan terbuka<br>Pupuk Kaltim is not a public company |
|                                                                                   |                                                                  | 3.3.1.3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Dewan Komisaris memantau dan Direksi memastikan bahwa informasi diungkapkan dengan benar ketika terdapat kondisi yang berdampak pada pengendalian atas korporasi.<br>The Board of Commissioners monitors and the Board of Directors ensures that information is properly disclosed when conditions arise that impact control over the corporation.                                                                                                                                                                                                                                                                                                                                                                 | ✓                |                                                                               |
| <b>4. Perilaku Etis dan bertanggung jawab</b><br>Ethical and Responsible Behavior |                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                  |                                                                               |
| 4.1                                                                               | Pedoman Etika dan Perilaku<br>Guidelines for Ethics and Behavior |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                  |                                                                               |
|                                                                                   | 4.1.1                                                            | Pernyataan ini dituangkan dalam Pedoman Perilaku dan Etika Usaha yang harus secara jelas mengungkapkan harapan korporasi bahwa setiap anggota Direksi dan Dewan Komisaris serta karyawan akan: <ol style="list-style-type: none"> <li>Bertindak untuk kepentingan terbaik korporasi;</li> <li>Bertindak dengan jujur dan dengan integritas berstandar tinggi;</li> <li>Bersikap independen dan bertindak berdasarkan informasi yang lengkap, dengan itikad baik, dengan uji tuntas dan kehati-hatian.</li> <li>Mematuhi peraturan perundang-undangan yang berlaku bagi korporasi dan operasinya;</li> <li>Menghindari tindakan yang melanggar peraturan perundang-undangan atau tindakan yang tidak etis berdasarkan pedoman etika korporasi;</li> <li>Tidak terlibat atau berpartisipasi dalam kegiatan apapun yang akan menimbulkan benturan kepentingan dengan kepentingan terbaik korporasi atau yang akan berdampak negatif terhadap reputasi korporasi;</li> <li>Tidak mengambil manfaat atas properti atau informasi yang dimiliki korporasi, kepemilikan aset lainnya atau pelanggannya untuk kepentingan pribadi atau yang menyebabkan kerugian bagi korporasi dan pelanggannya.</li> <li>Tidak memanfaatkan jabatannya atau peluang yang dihasilkan oleh jabatannya untuk kepentingan pribadi.               <ol style="list-style-type: none"> <li>Menghindari perbuatan meminta atau menerima dari pihak ketiga pembayaran, gratifikasi atau keuntungan lain untuk dirinya sendiri atau untuk orang lain yang menimbulkan benturan kepentingan/memberikan keuntungan kepada pihak ketiga secara melanggar peraturan perundang-undangan.</li> </ol> </li> <li>Menghormati perbedaan pendapat dan hak-hak setiap anggota Direksi, Dewan Komisaris, dan karyawan.</li> <li>Memastikan pengungkapan yang lengkap, adil, akurat, tepat waktu, dan dapat dipahami dalam laporan dan dokumen yang disampaikan korporasi kepada regulator dan dalam komunikasi publik lainnya.</li> </ol> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | ✓                |                                                                               |





| Prinsip Principle | Rekomendasi Recommendation | Panduan Guide | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Apply or Explain | Keterangan Penerapan Implementation |
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|                   |                            |               | <p>This statement is outlined in the Code of Conduct and Business Ethics which must clearly express the corporation's expectation that every member of the Board of Directors and Board of Commissioners and employee will:</p> <ol style="list-style-type: none"> <li>Act in the best interests of the corporation;</li> <li>Act honestly and with high standards of integrity;</li> <li>Be independent and act based on complete information, in good faith, with due diligence and prudence.</li> <li>Comply with laws and regulations applicable to the corporation and its operations;</li> <li>Avoid actions that violate laws and regulations or actions that are unethical based on the corporate ethics guidelines;</li> <li>Not engage or participate in any activity that would create a conflict of interest with the best interests of the corporation or that would negatively impact the corporation's reputation;</li> <li>Not take advantage of the property or information owned by the corporation, other asset ownership or its customers for personal gain or that causes losses to the corporation and its customers.</li> <li>Not take advantage of his position or opportunities generated by his position for personal gain.</li> <li>Avoiding the act of requesting or receiving from third parties payments, gratuities or other benefits for themselves or for others that cause a conflict of interest/provide benefits to third parties in violation of laws and regulations.</li> <li>Respecting differences of opinion and the rights of each member of the Board of Directors, Board of Commissioners, and employees.</li> <li>Ensuring complete, fair, accurate, timely and understandable disclosure in reports and documents submitted by the corporation to regulators and in other public communications.</li> </ol> |                  |                                     |
|                   | 4.1.2                      |               | <p>Direksi menetapkan kebijakan dan praktik anti pencucian uang dan pendanaan terorisme, anti suap, antikorupsi, antikecurangan (<i>antifraud</i>), keterlibatan dalam politik dengan mengacu pada standar nasional atau internasional mengenai anti pencucian uang, anti suap, antikorupsi, antikecurangan atau standar terkait lainnya.</p> <p>The Board of Directors establishes policies and practices for anti-money laundering and terrorism financing, anti-bribery, anti-corruption, anti-fraud, involvement in politics by referring to national or international standards on anti-money laundering, anti-bribery, anti-corruption, anti-fraud or other related standards.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | ✓                |                                     |
|                   |                            | 4.1.2.1       | <p>Direksi mengembangkan dan menetapkan sistem yang dapat digunakan sebagai upaya dalam mencegah terjadinya pencucian uang dan pendanaan terorisme, anti korupsi, penawaran atau penerimaan suap serta pembayaran atau bujukan-bujukan lainnya untuk melakukan perbuatan yang melanggar peraturan perundang-undangan atau tidak etis.</p> <p>The Board of Directors develops and establishes a system that can be used as an effort to prevent money laundering and terrorism financing, anti-corruption, offering or receiving bribes and other payments or inducements to commit acts that violate laws and regulations or are unethical.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | ✓                |                                     |



| Prinsip Principle | Rekomendasi Recommendation                                             | Panduan Guide                                                                                                                                                                  | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Apply or Explain | Keterangan Penerapan Implementation |
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|                   |                                                                        | 4.1.2.2                                                                                                                                                                        | Direksi mengkomunikasikan kebijakan anti pencucian uang, anti suap, dan antikorupsi dengan memberi pelatihan kepada staf serta berupaya memperluas upaya anti pencucian uang, anti suap dan antikorupsi kepada pemangku kepentingan.<br>The Board of Directors communicates anti-money laundering, anti-bribery and anti-corruption policies by providing training to staff and seeking to expand anti-money laundering, anti-bribery and anti-corruption efforts to stakeholders.                                                                                                                                                                                                                                            | ✓                |                                     |
|                   |                                                                        | 4.1.2.3                                                                                                                                                                        | Setiap pelanggaran material terhadap kebijakan anti pencucian uang, anti suap, antikorupsi harus diinformasikan kepada Direksi dan Dewan Komisaris atau Komite Dewan Komisaris.<br>Any material violation of the anti-money laundering, anti-bribery, anti-corruption policies must be reported to the Board of Directors and the Board of Commissioners or the Board of Commissioners Committee.                                                                                                                                                                                                                                                                                                                             | ✓                |                                     |
|                   |                                                                        | 4.1.2.4                                                                                                                                                                        | Direksi menetapkan dan meninjau secara teratur kebijakan yang transparan tentang keterlibatan politik, yang mencakup lobi dan donasi untuk tujuan politik atau kandidat jika diizinkan oleh peraturan perundang-undangan, dan memastikan bahwa manfaat dan risiko dari pendekatan yang diambil dipahami, dipantau, dan ditinjau secara teratur oleh Dewan Komisaris.<br>The Board of Directors establishes and regularly reviews a transparent policy on political involvement, which includes lobbying and donations to political causes or candidates where permitted by law, and ensures that the benefits and risks of the approach taken are understood, monitored and regularly reviewed by the Board of Commissioners. | ✓                |                                     |
| 4.2               | Nilai-nilai dan Budaya Organisasi<br>Organizational Values and Culture |                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                  |                                     |
|                   | 4.2.1                                                                  | Korporasi mengartikulasikan, menumbuhkan dan mengungkapkan budaya dan nilai-nilai korporasi<br>The corporation articulates, fosters and expresses corporate culture and values |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | ✓                |                                     |
|                   |                                                                        | 4.2.1.1                                                                                                                                                                        | Korporasi menumbuhkan budaya korporasi yang memastikan bahwa seluruh anggota Direksi dan anggota Dewan Komisaris serta seluruh karyawannya memahami dan berkomitmen menjalankan tanggung jawab mereka untuk berperilaku yang sesuai pedoman etika dan perilaku.<br>The corporation fosters a corporate culture that ensures that all members of the Board of Directors and members of the Board of Commissioners and all employees understand and are committed to carrying out their responsibilities to behave in accordance with ethical and behavioral guidelines.                                                                                                                                                        | ✓                |                                     |





| Prinsip Principle | Rekomendasi Recommendation                                                                                                               | Panduan Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Apply or Explain | Keterangan Penerapan Implementation |
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|                   |                                                                                                                                          | 4.2.1.2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Terdapat pelatihan dan sosialisasi yang memadai di level Direksi dan Dewan Komisaris serta seluruh karyawan korporasi yang disebutkan di atas untuk semua aspek yang berkaitan dengan budaya, nilai-nilai dan etika korporasi.<br>There is adequate training and socialization at the level of the Board of Directors and Board of Commissioners and all employees of the corporation mentioned above for all aspects related to corporate culture, values and ethics.                                                                   | ✓                |                                     |
|                   |                                                                                                                                          | 4.2.1.3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Terdapat penilaian dan program pemantauan agar seluruh Direksi, Dewan Komisaris, serta seluruh karyawan korporasi memahami kode etik yang relevan dan menerapkannya secara efektif untuk menghindari keterlibatan korporasi dalam perilaku yang tidak tepat.<br>There is an assessment and monitoring program so that all Directors, Board of Commissioners, and all employees of the corporation understand the relevant code of ethics and implement it effectively to avoid the corporation being involved in inappropriate behavior. | ✓                |                                     |
| 4.3               | Komunikasi dan Penegakan Pedoman Etika, Nilai-nilai dan Budaya<br>Communication and Enforcement of Ethics Guidelines, Values and Culture |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                  |                                     |
|                   | 4.3.1                                                                                                                                    | Pedoman perilaku dan kode etik korporasi dikomunikasikan secara efektif kepada Direksi, Dewan Komisaris, serta seluruh karyawan, diintegrasikan ke dalam strategi dan operasi korporasi termasuk sistem manajemen risiko dan struktur remunerasi, serta ditegakkan.<br>The corporate code of conduct and code of ethics are effectively communicated to the Board of Directors, Board of Commissioners, and all employees, integrated into corporate strategy and operations including risk management systems and remuneration structures, and enforced. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | ✓                |                                     |
|                   |                                                                                                                                          | 4.3.1.1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Korporasi memiliki pedoman pelaporan pelanggaran yang dapat digunakan untuk mendorong dilaporkannya perilaku yang melanggar peraturan perundang-undangan atau tidak etis, yang di dalamnya mencakup juga suatu pedoman tentang bagaimana korporasi melindungi pelapor yang beritikad baik.<br>The corporation has a whistleblowing guideline that can be used to encourage reporting of unlawful or unethical behavior, which also includes a guideline on how the corporation protects whistleblowers in good faith.                    | ✓                |                                     |
|                   |                                                                                                                                          | 4.3.1.2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Korporasi memastikan bahwa Dewan Komisaris dan komite segera diinformasikan jika terdapat pelanggaran material pedoman etika dan perilaku.<br>The corporation ensures that the Board of Commissioners and committees are promptly notified of any material violation of the ethics and conduct guidelines.                                                                                                                                                                                                                               | ✓                |                                     |





| Prinsip Principle                                                                                                   | Rekomendasi Recommendation                                             | Panduan Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Apply or Explain | Keterangan Penerapan Implementation |
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|                                                                                                                     |                                                                        | 4.3.1.3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Korporasi memastikan bahwa Dewan Komisaris dan Komite segera diberitahu jika terdapat insiden material yang dilaporkan berdasarkan kebijakan pelaporan pelanggaran.<br>The corporation ensures that the Board of Commissioners and committees are promptly notified of any material incident reported based on the whistleblowing policy.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | ✓                |                                     |
|                                                                                                                     |                                                                        | 4.3.1.4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Direksi memastikan bahwa pelanggaran pedoman mengakibatkan tindakan disipliner, termasuk pemecatan. Jika terdapat pelanggaran, Direksi wajib mengambil tindakan preventif agar pelanggaran tersebut tidak terulang kembali.<br>The Board of Directors ensures that violations of the guidelines result in disciplinary action, including dismissal. If there is a violation, the Board of Directors is required to take preventive action so that the violation does not recur.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | ✓                |                                     |
| <b>5. Manajemen Risiko, Pengendalian Internal dan Kepatuhan</b><br>Risk Management, Internal Control and Compliance |                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                  |                                     |
| 5.1                                                                                                                 | Pengendalian Internal dan Kepatuhan<br>Internal Control and Compliance |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                  |                                     |
|                                                                                                                     | 5.1.1                                                                  | Direksi melakukan review secara berkala atas ketepatan desain dan efektivitas operasional sistem governansi, pengelolaan risiko, pengendalian internal dan kepatuhan korporasi dan melaporkan pelaksanaan dan hasil review kepada para pemegang saham melalui laporan tahunan Korporasi.<br>The Board of Directors conducts regular reviews of the appropriateness of the design and operational effectiveness of the governance system, risk management, internal control and corporate compliance and reports the implementation and results of the review to shareholders through the Corporation's annual report. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | ✓                |                                     |
|                                                                                                                     |                                                                        | 5.1.1.1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Review berkala yang dilakukan oleh Direksi secara khusus mempertimbangkan:<br>a. Adanya perubahan sejak review berkala terakhir tentang sifat dan ruang lingkup risiko signifikan dan kemampuan korporasi dalam merespons perubahan bisnis dan lingkungan eksternalnya;<br>b. Ruang lingkup dan mutu pemantauan yang sedang berjalan atas risiko dan sistem pengendalian internal, peran fungsi audit internal dan penyedia jasa asuransi lainnya;<br>c. Cakupan dan frekuensi komunikasi hasil pemantauan di atas kepada Dewan Komisaris (atau kepada Komite Audit) yang memungkinkan Dewan Komisaris untuk menilai secara menyeluruh tentang kondisi pengendalian internal dan efektivitasnya dalam pengelolaan risiko;<br>d. Terjadinya kegagalan atau defisiensi dalam pengendalian internal yang ditemukan dalam periode yang direview dan luasnya dampak kontinjensi yang telah, dapat, atau mungkin terjadi di masa depan, yang berdampak material atas kondisi atau kinerja keuangan korporasi; dan | ✓                |                                     |





| Prinsip<br>Principle | Rekomendasi<br>Recommendation       | Panduan<br>Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Uraian<br>Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Apply or<br>Explain | Keterangan Penerapan<br>Implementation |  |
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|                      |                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | e. Efektivitas pengendalian internal yang berkaitan dengan pelaporan keuangan dan kepatuhan terhadap peraturan perundang undangan yang berlaku.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                     |                                        |  |
|                      |                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Periodic reviews conducted by the Board of Directors specifically consider:<br>a. Changes since the last periodic review regarding the nature and scope of significant risks and the corporation's ability to respond to changes in its business and external environment;<br>b. The scope and quality of ongoing monitoring of risks and internal control systems, the role of the internal audit function and other assurance service providers;<br>c. The extent and frequency of communication of the results of the above monitoring to the Board of Commissioners (or to the Audit Committee) that enables the Board of Commissioners to comprehensively assess the condition of internal control and its effectiveness in managing risk;<br>d. Any failures or deficiencies in internal control discovered during the period under review and the extent of the impact of contingencies that have, may, or may occur in the future, which have a material impact on the corporation's financial condition or performance; and<br>e. The effectiveness of internal control relating to financial reporting and compliance with applicable laws and regulations. |                     |                                        |  |
|                      |                                     | 5.1.1.2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Direksi memastikan bahwa korporasi memiliki sebuah fungsi yang berperan untuk senantiasa mengikuti perubahan dalam berbagai peraturan perundang-undangan yang berlaku, yang terkait dengan usahanya dan peraturan perundang-undangan pada umumnya, serta memiliki sistem untuk memastikan kepatuhan korporasi terhadap peraturan perundang-undangan yang berlaku dan peraturan internal korporasi.<br>The Board of Directors ensures that the corporation has a function that plays a role in always following changes in various applicable laws and regulations, related to its business and laws and regulations in general, and has a system to ensure corporate compliance with applicable laws and regulations and internal corporate regulations.                                                                                                                                                                                                                                                                                                                                                                                                              | ✓                   |                                        |  |
| 5.2                  | Manajemen Risiko<br>Risk Management |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                     |                                        |  |
|                      | 5.2.1                               | Strategi dan risiko merupakan satu kesatuan, diungkapkan secara transparan, masuk ke dalam pelaksanaan tugas dan tanggung jawab Direksi dan Dewan Komisaris, serta dalam diskusi di rapat Dewan Komisaris dan Direksi.<br>Strategy and risk are one entity, expressed transparently, included in the implementation of the duties and responsibilities of the Board of Directors and the Board of Commissioners, and in discussions at meetings of the Board of Commissioners and the Board of Directors. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                     | ✓                                      |  |



| Prinsip Principle | Rekomendasi Recommendation | Panduan Guide | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Apply or Explain | Keterangan Penerapan Implementation |
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|                   |                            | 5.2.1.1       | Direksi memimpin penerapan manajemen risiko untuk dimanfaatkan oleh seluruh jajaran manajemen dalam menciptakan dan melindungi nilai bagi korporasi, dengan memberi contoh dan menjadi teladan dalam hal pengendalian dan pengelolaan risiko dalam aktivitas bisnis dan operasional guna menanamkan, memperkuat, dan mengembangkan budaya sadar risiko yang berlandaskan pada kepatuhan dan pengendalian internal yang efektif<br>The Board of Directors leads the implementation of risk management to be utilized by all levels of management in creating and protecting value for the corporation, by setting an example and being a role model in terms of controlling and managing risk in business and operational activities in order to instill, strengthen, and develop a risk-aware culture based on compliance and effective internal control                                                                                                               | ✓                |                                     |
|                   |                            | 5.2.1.2       | Direksi mengungkapkan:<br>a. risiko-risiko utama yang dihadapi korporasi serta pengelolaannya; dan<br>b. apakah terdapat eksposur material atas risiko lingkungan atau sosial dan, jika ya, bagaimana mengelola atau intensi dalam mengelola risiko tersebut.<br>The Board of Directors discloses:<br>a. the main risks faced by the corporation and their management; and<br>b. whether there is material exposure to environmental or social risks and, if so, how to manage or intend to manage such risks.                                                                                                                                                                                                                                                                                                                                                                                                                                                         | ✓                |                                     |
|                   |                            | 5.2.1.3       | Direksi memastikan kesesuaian sistem pengendalian internal dan kerangka kerja manajemen risiko dengan karakteristik kebutuhan dan proses bisnis korporasi sehingga proses pengendalian internal dan pengelolaan risiko terhadap seluruh jenis risiko yang dihadapi korporasi, termasuk di dalamnya komunikasi dan pelaporan tentang risiko, manajemen risiko, pemeriksanaannya, serta efektivitasnya, dapat terlaksanakan secara efektif selaras dengan ekspektasi para pemangku kepentingan.<br>The Board of Directors ensures the conformity of the internal control system and risk management framework with the characteristics of the corporation's business needs and processes so that the internal control process and risk management of all types of risks faced by the corporation, including communication and reporting on risks, risk management, examination, and effectiveness, can be implemented effectively in line with stakeholder expectations. | ✓                |                                     |





| Prinsip Principle | Rekomendasi Recommendation | Panduan Guide                                                                                                                                                                                                                                                                                                                                                                                                     | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Apply or Explain | Keterangan Penerapan Implementation |
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|                   |                            | 5.2.1.4                                                                                                                                                                                                                                                                                                                                                                                                           | Direksi memastikan proses governansi risiko di Teknologi Informasi termasuk gangguan, keamanan cyber, pemulihan bencana, untuk memastikan bahwa semua risiko utama diidentifikasi, dikelola, dan dilaporkan kepada Dewan Komisaris.<br>The Board of Directors ensures the risk governance process in Information Technology including disruptions, cyber security, disaster recovery, to ensure that all major risks are identified, managed, and reported to the Board of Commissioners.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | ✓                |                                     |
|                   | 5.2.2                      | Komite Pemantau Manajemen Risiko membantu pelaksanaan tugas Dewan Komisaris dengan menciptakan mekanisme yang transparan, fokus, dan independen dalam pengawasan manajemen risiko korporasi.<br>The Risk Management Monitoring Committee assists the implementation of the Board of Commissioners' duties by creating a transparent, focused, and independent mechanism in supervising corporate risk management. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | ✓                |                                     |
|                   |                            | 5.2.2.1                                                                                                                                                                                                                                                                                                                                                                                                           | Peran Komite Pemantau Manajemen Risiko termasuk diantaranya:<br>a. memantau kinerja korporat terhadap kerangka manajemen risiko, termasuk memantau apakah korporasi beroperasi dalam selera risiko yang disetujui oleh Dewan Komisaris;<br>b. memantau pengendalian terhadap risiko-risiko utama, termasuk risiko utama pelaporan keuangan dan risiko kecurangan (fraud risk);<br>c. mereview setiap kejadian material yang melibatkan fraud atau kelemahan signifikan dalam pengendalian risiko korporasi, serta pelajaran yang didapat untuk mencegah terulang di masa datang;<br>d. menerima laporan dari auditor internal tentang hasil review atas kecukupan proses manajemen risiko korporasi;<br>e. menerima laporan dari manajemen tentang sumber risiko baru dan yang muncul serta pengendalian risiko dan langkah-langkah mitigasi yang telah dilakukan Direksi untuk menangani risiko tersebut;<br>f. menyusun rekomendasi kepada Dewan Komisaris terkait dengan perubahan yang harus dilakukan pada kerangka manajemen risiko entitas atau selera risiko yang disetujui oleh Dewan Komisaris; dan<br>g. mengawasi program asuransi korporasi, dengan memperhatikan bisnis korporat dan risiko yang dapat diasuransikan. | ✓                |                                     |



| Prinsip Principle | Rekomendasi Recommendation                                                                                        | Panduan Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Apply or Explain | Keterangan Penerapan Implementation |
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|                   |                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <p>The role of the Risk Management Monitoring Committee includes:</p> <ul style="list-style-type: none"> <li>a. monitoring corporate performance against the risk management framework, including monitoring whether the corporation operates within the risk appetite approved by the Board of Commissioners;</li> <li>b. monitoring control over key risks, including key financial reporting risks and fraud risk;</li> <li>c. reviewing any material incidents involving fraud or significant weaknesses in corporate risk control, as well as lessons learned to prevent future recurrence;</li> <li>d. receiving reports from internal auditors on the results of the review of the adequacy of the corporate risk management process;</li> <li>e. receiving reports from management on new and emerging sources of risk and the risk controls and mitigation measures that the Board of Directors has taken to address these risks;</li> <li>f. preparing recommendations to the Board of Commissioners regarding changes to be made to the entity's risk management framework or risk appetite approved by the Board of Commissioners; and</li> <li>g. overseeing the corporate insurance program, taking into account the corporate business and insurable risks.</li> </ul> |                  |                                     |
|                   |                                                                                                                   | 5.2.2.2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <p>Jumlah anggota Komite Pemantau Manajemen Risiko adalah memadai dan mayoritas independen; di antara anggotanya memiliki pengetahuan teknis yang diperlukan dan pemahaman yang memadai tentang industri tempat entitas beroperasi, untuk dapat melaksanakan mandat komite secara efektif.</p> <p>The number of members of the Risk Management Monitoring Committee is adequate and the majority are independent; among its members have the necessary technical knowledge and adequate understanding of the industry in which the entity operates, to be able to carry out the committee's mandate effectively.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | ✓                |                                     |
| 5.3               | Integrasi Governansi, Manajemen Risiko dan Kepatuhan<br>Integration of Governance, Risk Management and Compliance |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                  |                                     |
|                   | 5.3.1                                                                                                             | <p>Direksi membangun sistem governansi, manajemen risiko, dan kepatuhan (GRC) yang terintegrasi, dengan menangani berbagai ketidakpastian secara terpadu dan dengan integritas yang tinggi, untuk meyakinkan bahwa korporasi dapat mencapai tujuannya.</p> <p>The Board of Directors builds an integrated governance, risk management and compliance (GRC) system, by handling various uncertainties in an integrated manner and with high integrity, to ensure that the corporation can achieve its goals.</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | ✓                |                                     |







| Prinsip Principle | Rekomendasi Recommendation    | Panduan Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Apply or Explain | Keterangan Penerapan Implementation |
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|                   |                               | 5.3.1.1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Direksi memastikan adanya koordinasi dan peningkatan kapabilitas di antara sistem utama GRC yang meliputi sistem governansi, manajemen strategi, manajemen kinerja, manajemen risiko, manajemen kepatuhan, dan sistem audit internal agar korporasi tetap berada pada jalur yang benar dalam mencapai tujuannya.<br>The Board of Directors ensures that there is coordination and capability improvement between the main GRC systems which include governance systems, strategy management, performance management, risk management, compliance management and internal audit systems so that the corporation remains on the right track in achieving its goals. | ✓                |                                     |
|                   | 5.3.2                         | Direksi memastikan bahwa bagian yang membawahi fungsi kepatuhan tidak merangkap melaksanakan fungsi yang berpotensi menimbulkan benturan kepentingan.<br>The Board of Directors ensures that the part in charge of the compliance function does not concurrently carry out functions that have the potential to cause a conflict of interest.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | ✓                |                                     |
| 5.4               | Audit Internal Internal Audit |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                  |                                     |
|                   | 5.4.1                         | Dewan Komisaris melalui Komite Audit memantau dan memastikan bahwa fungsi audit internal membantu korporasi untuk mencapai tujuannya dengan membawa pendekatan yang objektif dan disiplin untuk mengevaluasi dan meningkatkan efektivitas manajemen risiko, pengendalian internal, dan governansi korporat.<br>The Board of Commissioners through the Audit Committee monitors and ensures that the internal audit function helps the corporation achieve its goals by bringing an objective and disciplined approach to evaluating and improving the effectiveness of risk management, internal control and corporate governance.                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | ✓                |                                     |
|                   | 5.4.1.1                       | Audit internal dilakukan secara objektif dan independen dari manajemen korporasi dan dari fungsi yang diauditnya. Dengan demikian, Audit Internal secara fungsional bertanggungjawab dan melapor kepada Dewan Komisaris melalui Komite Audit, memiliki akses langsung kepada Komite Audit dan Dewan Komisaris dan dapat berkomunikasi dan bertemu langsung dengan Komite Audit dan Dewan Komisaris dengan atau tanpa kehadiran Direksi.<br>Internal audits are conducted objectively and independently from corporate management and the functions being audited. Thus, Internal Audit is functionally responsible and reports to the Board of Commissioners through the Audit Committee, has direct access to the Audit Committee and the Board of Commissioners and can communicate and meet directly with the Audit Committee and the Board of Commissioners with or without the presence of the Board of Directors. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | ✓                |                                     |



| Prinsip Principle | Rekomendasi Recommendation | Panduan Guide | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Apply or Explain | Keterangan Penerapan Implementation |
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|                   |                            | 5.4.1.2       | Dewan Komisaris melalui komite audit memastikan fungsi audit internal memiliki wewenang, sumber daya dan akses atas informasi yang memadai untuk melaksanakan perannya secara efektif.<br>The Board of Commissioners through the audit committee ensures that the internal audit function has the authority, resources and access to adequate information to carry out its role effectively.                                                                                                                                                                                                                                                                                                                                                                        | ✓                |                                     |
|                   |                            | 5.4.1.3       | Komite Audit merekomendasikan kepada Dewan Komisaris pengangkatan dan pemberhentian Kepala Audit Internal, lingkup pekerjaan, dan anggaran untuk fungsi Audit Internal.<br>The Audit Committee recommends to the Board of Commissioners the appointment and dismissal of the Head of Internal Audit, the scope of work, and the budget for the Internal Audit function.                                                                                                                                                                                                                                                                                                                                                                                             | ✓                |                                     |
|                   |                            | 5.4.1.4       | Komite Audit mengkaji efektivitas pelaksanaan audit intern dan mengevaluasi kinerja Audit Internal setiap tahun dan menyampaikan hasilnya kepada Dewan Komisaris. Setiap tiga tahun sekali, dengan mempertimbangkan rekomendasi Komite Audit, Dewan Komisaris menunjuk konsultan eksternal independen untuk mengkaji ulang kinerja Audit Internal.<br>The Audit Committee reviews the effectiveness of the implementation of internal audits and evaluates the performance of Internal Audit annually and submits the results to the Board of Commissioners. Every three years, taking into account the recommendations of the Audit Committee, the Board of Commissioners appoints an independent external consultant to review the performance of Internal Audit. |                  |                                     |
|                   |                            | 5.4.1.5       | Audit internal membuat rencana audit, yang melibatkan Direktur Utama, Dewan Komisaris dengan pertimbangan Komite Audit. Rencana audit internal disampaikan kepada Direksi dan Dewan Komisaris untuk mendapatkan persetujuan.<br>Internal Audit prepares an audit plan, involving the President Director, the Board of Commissioners with consideration from the Audit Committee. The internal audit plan is submitted to the Board of Directors and the Board of Commissioners for approval.                                                                                                                                                                                                                                                                        | ✓                |                                     |
|                   |                            | 5.4.1.6       | Komite Audit memastikan pelaksanaan audit internal dilakukan berdasarkan standar profesional audit internal yang berlaku dan dengan menjunjung tinggi kode etik profesi serta kode etik organisasi.<br>The Audit Committee ensures that the implementation of internal audits is carried out based on applicable internal audit professional standards and by upholding the code of ethics of the profession and the code of ethics of the organization.                                                                                                                                                                                                                                                                                                            | ✓                |                                     |





| Prinsip<br>Principle                                            | Rekomendasi<br>Recommendation                                             | Panduan<br>Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Uraian<br>Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Apply or<br>Explain | Keterangan Penerapan<br>Implementation |
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| 6. Pengungkapan dan Transparansi<br>Disclosure and Transparency |                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                     |                                        |
| 6.1                                                             | Kebijakan Pengungkapan<br>Disclosure Policy                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                     |                                        |
|                                                                 | 6.1.1                                                                     | Korporasi memiliki kebijakan dan prosedur pengungkapan dan transparansi yang memastikan pengungkapan informasi material dan menjaga informasi sensitif serta rahasia korporasi<br>The Corporation has a disclosure and transparency policy and procedures that ensure the disclosure of material information and maintain sensitive information and corporate secrets                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | ✓                   |                                        |
|                                                                 | 6.1.2                                                                     | Hak pemegang saham untuk memperoleh secara teratur dan tepat waktu informasi material yang relevan tentang korporasi harus dipenuhi.<br>The right of shareholders to obtain relevant material information about the corporation on a regular and timely basis must be fulfilled.                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | ✓                   |                                        |
|                                                                 | 6.1.2.1                                                                   | Korporasi memiliki dan mengungkapkan kebijakan tertulis dalam melaksanakan kewajiban pengungkapan secara terus-menerus/keterbukaan informasi berdasarkan peraturan berlaku.<br>The Corporation has and discloses a written policy in implementing the obligation to continuously disclose/disclose information based on applicable regulations.                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | ✓                   |                                        |
| 6.2                                                             | Laporan Keuangan dan Keberlanjutan<br>Financial Report and Sustainability |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                     |                                        |
|                                                                 | 6.2.1                                                                     | Korporasi mengungkapkan sistem dan prosedur untuk memastikan bahwa laporan keuangan interim yang tidak diaudit atau direviu oleh auditor eksternal secara material adalah akurat, lengkap, dan memberikan investor informasi yang tepat untuk membuat keputusan investasi yang tepat.<br>The corporation discloses the systems and procedures to ensure that interim financial statements that are not audited or reviewed by external auditors are materially accurate, complete, and provide investors with the right information to make informed investment decisions. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | ✓                   |                                        |
|                                                                 |                                                                           | 6.2.1.1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Pengungkapan sistem dan prosedur paling tidak mencakup:<br>a. pengendalian internal atas pelaporan keuangan, termasuk laporan keuangan interim;<br>b. peran fungsi manajemen risiko/kepatuhan/pengawasan manajemen dan fungsi audit internal dalam memastikan integritas laporan keuangan interim;<br>c. peran Komite Audit dalam mereviu laporan keuangan interim yang akan dipublikasikan.<br>Disclosure of systems and procedures shall include at least:<br>a. internal control over financial reporting, including interim financial statements;<br>b. the role of the risk management/compliance/management oversight function and the internal audit function in ensuring the integrity of interim financial statements;<br>c. the role of the Audit Committee in reviewing interim financial statements to be published. |                     | ✓                                      |



| Prinsip Principle | Rekomendasi Recommendation | Panduan Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Uraian Description | Apply or Explain | Keterangan Penerapan Implementation |
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|                   | 6.2.2                      | <p>Komite Audit memastikan kualitas audit laporan keuangan yang dilaksanakan oleh auditor eksternal. Kegiatan ini termasuk merekomendasikan penunjukan, penunjukan kembali, dan, jika perlu, pemberhentian serta remunerasi auditor eksternal.</p> <p>The Audit Committee ensures the quality of the financial statement audit performed by the external auditor. This activity includes recommending the appointment, reappointment and, if necessary, the dismissal and remuneration of the external auditor.</p>                                                                                   |                    | ✓                |                                     |
|                   | 6.2.2.1                    | <p>Proses seleksi auditor eksternal yang melalui tender dilakukan secara transparan sehingga pemegang saham dapat mengamati dan memantau proses jika mereka menginginkannya.</p> <p>The external auditor selection process through tender is conducted transparently so that shareholders can observe and monitor the process if they wish.</p>                                                                                                                                                                                                                                                       |                    | ✓                |                                     |
|                   | 6.2.2.2                    | <p>Komite Audit memastikan bahwa dalam kontrak dengan auditor tidak terdapat klausula yang dapat mengganggu independensi atau kompetensi auditor dalam melaksanakan audit laporan keuangan.</p> <p>The Audit Committee ensures that the contract with the auditor does not contain any clauses that could impair the auditor's independence or competence in performing the financial statement audit.</p>                                                                                                                                                                                            |                    | ✓                |                                     |
|                   | 6.2.2.3                    | <p>Komite Audit melakukan dialog yang memadai dengan auditor eksternal tanpa kehadiran manajemen dan memantau interaksi antara manajemen dan auditor eksternal, termasuk mereview <i>management letter</i> yang diberikan oleh auditor eksternal dan mengawasi tanggapan manajemen;</p> <p>The Audit Committee conducts adequate dialogue with the external auditor without the presence of management and monitors the interaction between management and the external auditor, including reviewing the management letter provided by the external auditor and overseeing management's response;</p> |                    | ✓                |                                     |
|                   | 6.2.2.4                    | <p>Dewan Komisaris, atau Komite Audit, memastikan agar auditor eksternal segera menginformasikan semua temuan dan masalah signifikan yang ditemukan auditor eksternal selama pelaksanaan audit.</p> <p>The Board of Commissioners, or the Audit Committee, ensures that the external auditor promptly informs the external auditor of all significant findings and issues found during the audit.</p>                                                                                                                                                                                                 |                    | ✓                |                                     |
|                   | 6.2.2.5                    | <p>Komite Audit mereview setiap jasa nonaudit yang diberikan oleh auditor eksternal dan afiliasinya serta biaya terkait, untuk memastikan bahwa layanan tersebut tidak mengganggu independensi auditor.</p> <p>The Audit Committee reviews any non-audit services provided by the external auditor and its affiliates and related fees, to ensure that such services do not compromise the auditor's independence.</p>                                                                                                                                                                                |                    | ✓                |                                     |





| Prinsip Principle | Rekomendasi Recommendation                        | Panduan Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Uraian Description | Apply or Explain | Keterangan Penerapan Implementation |
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|                   | 6.2.3                                             | Laporan keberlanjutan harus disiapkan dan diungkapkan dengan akurat dan disusun sesuai kerangka pelaporan keberlanjutan nasional atau internasional.<br>The sustainability report must be prepared and disclosed accurately and prepared in accordance with the national or international sustainability reporting framework.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                    | ✓                |                                     |
|                   | 6.2.3.1                                           | Laporan keberlanjutan diberikan asurans oleh pihak eksternal yang independen dan kompeten.<br>The sustainability report is assured by an independent and competent external party.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                    | ✓                |                                     |
|                   | 6.2.4                                             | Perusahaan telah menerbitkan Laporan Keberlanjutan yang merupakan satu kesatuan yang tidak terpisahkan dengan Laporan Tahunan. Laporan Keberlanjutan Perusahaan telah memaparkan tentang kinerja keberlanjutan Perusahaan yang mencakup aspek ekonomi, sosial, lingkungan dan tata kelola, yang disajikan dalam perbandingan selama 3 tahun, sehingga diharapkan membantu pemegang saham dan pemangku kepentingan memahami tujuan strategis korporasi dan kemajuannya dalam menciptakan nilai yang berkelanjutan.<br>The Company has issued a Sustainability Report which is an integral part of the Annual Report. The Company's Sustainability Report has explained the Company's sustainability performance covering economic, social, environmental and governance aspects, which is presented in a comparison for 3 years, so that it is expected to help shareholders and stakeholders understand the corporation's strategic objectives and its progress in creating sustainable value. |                    | ✓                |                                     |
| 6.3               | Diseminasi Informasi<br>Information Dissemination |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                    |                  |                                     |
|                   | 6.3.1                                             | Saluran penyebaran informasi harus menyediakan akses yang setara, tepat waktu, dan relatif murah untuk informasi yang relevan bagi pengguna.<br>Information dissemination channels must provide equal, timely, and relatively inexpensive access to relevant information for users.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                    | ✓                |                                     |
|                   | 6.3.1.1                                           | Korporasi secara berkala mengadakan pertemuan dengan analis keuangan.<br>The corporation regularly holds meetings with financial analysts.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                    | ✓                |                                     |
|                   | 6.3.1.2                                           | Korporasi memanfaatkan penggunaan teknologi informasi secara efektif dan lebih luas selain situs web sebagai media keterbukaan informasi.<br>The corporation utilizes information technology effectively and more widely in addition to the website as a medium for information disclosure.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                    | ✓                |                                     |
|                   | 6.3.1.3                                           | Korporasi memastikan bahwa informasi yang disebarkan dijaga dan terproteksi keamanannya.<br>The corporation ensures that the information disseminated is maintained and its security is protected.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                    | ✓                |                                     |
|                   | 6.3.2                                             | Korporasi memastikan bahwa pernyataan tahunan terhadap penerapan Pedoman Umum Governansi Korporat Indonesia, termasuk penjelasan atas penerapan atas masing-masing Rekomendasi dan Panduan tersedia di situs web selama jangka waktu minimal lima tahun.<br>The corporation ensures that the annual statement on the implementation of the General Guidelines for Indonesian Corporate Governance, including an explanation of the implementation of each Recommendation and Guideline, is available on the website for a minimum period of five years.                                                                                                                                                                                                                                                                                                                                                                                                                                        |                    | ✓                |                                     |





| Prinsip Principle                                                                          | Rekomendasi Recommendation               | Panduan Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Uraian Description | Apply or Explain | Keterangan Penerapan Implementation                                                                |
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|                                                                                            | 6.3.3                                    | Untuk korporasi yang terdaftar di pasar modal di yurisdiksi selain yurisdiksi asal, peraturan perundang-undangan atas governansi korporat yang berlaku harus diungkapkan dengan jelas. Dalam hal <i>cross listing</i> , kriteria dan prosedur <i>cross listing</i> , kriteria dan prosedur untuk mengakui persyaratan listing untuk listing utama harus transparan dan didokumentasikan.<br>For corporations listed on the capital market in jurisdictions other than the jurisdiction of origin, the applicable laws and regulations on corporate governance must be clearly disclosed. In the case of cross-listing, the criteria and procedures for cross-listing, the criteria and procedures for recognizing listing requirements for the primary listing must be transparent and documented. |                    | x                | Pupuk Kaltim tidak terdaftar dalam pasar modal<br>Pupuk Kaltim is not listed on the capital market |
| 7. <b>Perlindungan terhadap Hak-Hak Pemegang Saham</b><br>Protection of Shareholder Rights |                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                    |                  |                                                                                                    |
| 7.1.                                                                                       | Hak Pemegang Saham<br>Shareholder Rights |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                    |                  |                                                                                                    |
|                                                                                            | 7.1.1                                    | Korporasi memiliki suatu kebijakan komunikasi yang memfasilitasi dan mendorong partisipasi pemegang saham atau investor.<br>The Corporation has a communications policy that facilitates and encourages shareholder or investor participation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                    | ✓                |                                                                                                    |
|                                                                                            | 7.1.1.1                                  | Pemegang saham, termasuk pemegang saham institusional, diperbolehkan untuk melakukan konsultasi satu dengan lainnya tentang isu mengenai hak-hak dasar pemegang saham sebagaimana yang ditetapkan dalam Prinsip ini, namun hal ini tidak boleh disalahgunakan.<br>Shareholders, including institutional shareholders, are allowed to consult with each other on issues concerning fundamental shareholder rights as set out in these Principles, but this should not be abused.                                                                                                                                                                                                                                                                                                                    |                    | ✓                |                                                                                                    |
|                                                                                            | 7.1.1.2                                  | Korporasi mendorong adanya dialog konstruktif antara pemegang saham (terutama investor institusional) dengan manajemen. Korporasi menanggapi permintaan dari pemegang saham untuk terlibat dalam dialog untuk mendukung pertumbuhan yang berkelanjutan dan meningkatkan nilai korporasi dalam jangka menengah hingga panjang.<br>The corporation encourages constructive dialogue between shareholders (especially institutional investors) and management. The corporation responds to requests from shareholders to engage in dialogue to support sustainable growth and enhance corporate value in the medium to long term.                                                                                                                                                                     |                    | ✓                |                                                                                                    |
|                                                                                            | 7.1.1.3                                  | Korporasi menyediakan wadah atau platform dialog konstruktif antara seluruh pemegang saham dengan manajemen.<br>The corporation provides a forum or platform for constructive dialogue between all shareholders and management.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                    | ✓                |                                                                                                    |
|                                                                                            | 7.1.1.4                                  | Korporasi segera mengungkapkan kepada publik semua fakta baru yang material yang tersedia bagi analis keuangan dan pihak lainnya yang serupa.<br>The corporation promptly discloses to the public all material new facts that become available to financial analysts and other similar parties.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                    | ✓                |                                                                                                    |





| Prinsip Principle | Rekomendasi Recommendation | Panduan Guide                                                                                                                                                                                                                                                                                                                                                                                               | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Apply or Explain | Keterangan Penerapan Implementation                                                                                                                                                                       |
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|                   |                            | 7.1.1.5                                                                                                                                                                                                                                                                                                                                                                                                     | Korporasi mengungkapkan kebijakan komunikasi korporasi dengan pemegang saham atau investor dalam situs web dan laporan.<br>The corporation discloses its corporate communications policy with shareholders or investors on its website and in reports.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | x                | Pupuk Kaltim bukan perusahaan terbuka dan belum mengungkapkan kebijakan komunikasi dalam situs web<br>Pupuk Kaltim is not a public company and has not disclosed its communication policy on its website. |
|                   | 7.1.2                      | Korporasi yang merupakan entitas induk memastikan bahwa kebijakan governansi korporatnya berlaku bagi entitas anak dan entitas sepengendali yang di dalamnya investasi korporasi adalah signifikan.<br>The corporation that is a parent entity ensures that its corporate governance policies apply to subsidiaries and entities under common control in which the corporation has significant investments. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | ✓                |                                                                                                                                                                                                           |
|                   |                            | 7.1.2.1                                                                                                                                                                                                                                                                                                                                                                                                     | Kerangka kerja dan kebijakan governansi korporat di entitas anak termasuk kebijakan tertulis antara lain mengenai:<br>a. wewenang untuk menunjuk komisaris dan direktur. Umumnya, untuk entitas anak dengan ukuran relatif besar, Dewan Komisaris perlu dilibatkan dalam penunjukan pengurus di entitas anak. Untuk entitas anak yang lebih kecil, Direksi yang berwenang melaksanakannya;<br>b. efektivitas sistem pengendalian internal dan ketaatan terhadap aturan perundang-undangan yang berlaku; dan<br>c. pengungkapan yang tepat waktu dan akurat atas informasi material entitas anak, termasuk informasi keuangan, transaksi dengan pihak berelasi dan informasi material lainnya.<br>d. Jika korporasi memiliki/membentuk entitas berbadan hukum selain perseroan terbatas, korporasi memastikan bahwa kebijakan governansi korporatnya berlaku bagi entitas tersebut disesuaikan dengan konteks jenis badan hukumnya.<br>The corporate governance framework and policies in subsidiaries include written policies regarding, among others:<br>a. authority to appoint commissioners and directors. Generally, for relatively large subsidiaries, the Board of Commissioners needs to be involved in appointing management in the subsidiary. For smaller subsidiaries, the Board of Directors is authorized to implement it;<br>b. effectiveness of the internal control system and compliance with applicable laws and regulations; and<br>c. timely and accurate disclosure of material information of the subsidiary, including financial information, transactions with related parties and other material information.<br>d. if the corporation has/forms a legal entity other than a limited liability company, the corporation ensures that its corporate governance policies apply to the entity in accordance with the context of the type of legal entity. |                  |                                                                                                                                                                                                           |



| Prinsip Principle | Rekomendasi Recommendation                                                          | Panduan Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Apply or Explain | Keterangan Penerapan Implementation |
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|                   |                                                                                     | 7.1.2.2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>Untuk investasi di entitas anak yang signifikan namun di bawah mayoritas (seperti kepemilikan antara 20% sampai 50% saham), Direksi memastikan bahwa terdapat perjanjian pemegang saham atau perjanjian lain yang memungkinkan korporasi memantau kinerja korporasi dan berpartisipasi dalam kepengurusan, termasuk untuk persetujuan transaksi dan keputusan yang signifikan. Hal ini diperlukan antara lain untuk memastikan bahwa korporasi memiliki informasi yang memadai, akurat, dan tepat waktu di entitas anak.</p> <p>For investments in significant subsidiaries but below the majority (such as ownership of between 20% and 50% of shares), the Board of Directors ensures that there is a shareholder agreement or other agreement that allows the corporation to monitor the performance of the corporation and participate in management, including for approval of significant transactions and decisions. This is necessary, among other things, to ensure that the corporation has adequate, accurate and timely information on the subsidiary.</p> | ✓                |                                     |
|                   | 7.1.3                                                                               | <p>Korporasi memiliki aturan dan prosedur yang mengatur akuisisi, pengambil alihan, dan transaksi luar biasa seperti merger dan penjualan aset korporasi yang substansial untuk memastikan transaksi terjadi secara transparan dan dalam kondisi yang wajar dan melindungi hak-hak semua pemegang saham sesuai dengan kelasnya.</p> <p>The corporation has rules and procedures governing acquisitions, takeovers, and extraordinary transactions such as mergers and sales of substantial corporate assets to ensure that the transactions occur transparently and on fair terms and protect the rights of all shareholders according to their class.</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | ✓                |                                     |
|                   |                                                                                     | 7.1.3.1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>Korporasi secara jelas mengungkapkan aturan dan prosedur tersebut sehingga investor memahami hak-hak mereka dan hak untuk memperoleh kompensasi.</p> <p>The corporation clearly discloses these rules and procedures so that investors understand their rights and entitlements to compensation.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | ✓                |                                     |
|                   |                                                                                     | 7.1.3.2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>Taktik yang mencegah pengambil alihan (<i>anti-take-over devices</i>) tidak boleh digunakan untuk melindungi manajemen dan Dewan Komisaris dari akuntabilitas.</p> <p>Anti-take-over devices should not be used to shield management and the board from accountability.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | ✓                |                                     |
| 7.2               | <p>Perlakuan Adil terhadap Pemegang Saham</p> <p>Fair Treatment of Shareholders</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                  |                                     |





| Prinsip Principle | Rekomendasi Recommendation | Panduan Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Apply or Explain | Keterangan Penerapan Implementation                                           |
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|                   | 7.2.1                      | Korporasi memiliki aturan dan prosedur yang memastikan:<br>a. semua pemegang saham dari seri yang sama dalam satu kelas saham harus diperlakukan setara;<br>b. pengungkapan aturan dan prosedur tersebut serta pengungkapan struktur modal dan pengaturan yang memungkinkan pemegang saham tertentu memperoleh pengaruh atau kendali yang tidak proporsional dengan kepemilikan sahamnya.<br>The corporation shall have rules and procedures that ensure that:<br>a. all holders of the same series of shares within a class of shares shall be treated equally;<br>b. disclosure of such rules and procedures and disclosure of the capital structure and arrangements that permit certain shareholders to obtain influence or control disproportionate to their shareholdings. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | ✓                |                                                                               |
|                   |                            | 7.2.1.1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Untuk memastikan transparansi hak pemegang saham untuk memperoleh bagian dari laba, korporasi mengungkapkan kebijakan dividen yang terukur, misalnya target rasio pembayaran dividen/dividen per saham.<br>To ensure transparency of shareholders' rights to receive a share of profits, corporations disclose measurable dividend policies, such as target dividend payout ratio/dividends per share.                                                                                                                                                                                                                                                           | ✓                |                                                                               |
|                   |                            | 7.2.1.2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Para investor memperoleh informasi tentang hak yang melekat pada semua seri maupun kelas saham sebelum mereka membelinya. Setiap perubahan dalam nilai ekonomi saham atau hak suara mendapat persetujuan dari kelas saham yang terdampak secara negatif.<br>Investors are informed about the rights attached to all series and classes of shares before they purchase them. Any changes in the economic value of shares or voting rights are subject to the approval of the negatively affected share class.                                                                                                                                                     | x                | Pupuk Kaltim bukan perusahaan terbuka<br>Pupuk Kaltim is not a public company |
|                   |                            | 7.2.1.3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Agar pemegang saham dapat mengetahui pemilik manfaat akhir ( <i>beneficial owner</i> ) korporasi dengan kepemilikan signifikan, korporasi mengungkapkan pemilik manfaat akhir dalam kepemilikan saham melalui pemegang saham utama dan pengendali serta pemilik manfaat akhir dalam kepemilikan saham paling sedikit 5% (lima persen).<br>In order for shareholders to know the ultimate beneficial owner of a corporation with significant ownership, the corporation discloses the ultimate beneficial owner in share ownership through major and controlling shareholders and the ultimate beneficial owner in share ownership of at least 5% (five percent). | x                | Pupuk Kaltim bukan perusahaan terbuka<br>Pupuk Kaltim is not a public company |

| Prinsip<br>Principle | Rekomendasi<br>Recommendation | Panduan<br>Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Uraian<br>Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Apply or<br>Explain | Keterangan Penerapan<br>Implementation                                        |
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|                      |                               | 7.2.1.4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Korporasi mengungkapkan:<br>a. perjanjian antar pemegang saham;<br>b. <i>voting cap</i> ;<br>c. <i>multiple voting rights</i> ;<br>d. perikatan lain yang memungkinkan pemegang saham tertentu memiliki hak suara di atas kepemilikannya di korporasi.<br>The corporation discloses:<br>a. agreements between shareholders;<br>b. <i>voting cap</i> ;<br>c. <i>multiple voting rights</i> ;<br>d. other agreements that allow certain shareholders to have voting rights above their ownership in the corporation.   | x                   | Pupuk Kaltim bukan perusahaan terbuka<br>Pupuk Kaltim is not a public company |
|                      |                               | 7.2.1.5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Korporasi menyediakan mekanisme/ prosedur yang memungkinkan pemegang saham memiliki kesempatan untuk mendapatkan ganti rugi yang efektif atas pelanggaran hak-hak mereka sesuai dengan aturan perundangan berlaku dengan biaya yang wajar dan tanpa penundaan yang berlebihan.<br>The corporation provides mechanisms/procedures that allow shareholders the opportunity to obtain effective redress for violations of their rights in accordance with applicable laws at a reasonable cost and without undue delay. | ✓                   |                                                                               |
|                      | 7.2.2                         | Korporasi memiliki aturan dan prosedur yang memastikan transaksi pihak berelasi disetujui dan dilaksanakan sedemikian rupa yang dapat meyakinkan bahwa benturan kepentingan telah dikelola dengan tepat, dan melindungi kepentingan korporasi dan pemegang saham.<br>The corporation has rules and procedures that ensure related party transactions are approved and implemented in a manner that ensures that conflicts of interest are appropriately managed and protects the interests of the corporation and its shareholders. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | ✓                   |                                                                               |
|                      |                               | 7.2.2.1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Korporasi memiliki kebijakan dan prosedur operasional baku bahwa transaksi dengan pihak berelasi dilakukan sedemikian rupa untuk memastikan bahwa transaksi adalah adil dan wajar ( <i>arm's length transaction</i> ).<br>The corporation has standard operating policies and procedures that transactions with related parties are conducted in such a way as to ensure that the transaction is fair and reasonable ( <i>arm's length transaction</i> ).                                                            | ✓                   |                                                                               |







| Prinsip Principle | Rekomendasi Recommendation | Panduan Guide | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Apply or Explain | Keterangan Penerapan Implementation |
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|                   |                            | 7.2.2.2       | <p>Transaksi pihak berelasi yang material, termasuk perjanjian jasa konsultasi dan jasa atau pekerjaan lainnya antara direktur/komisaris dan afiliasinya dengan korporasi harus mendapatkan persetujuan sesuai dengan aturan perundangan berlaku. Selain yang sudah diatur persetujuannya dalam aturan perundangan, transaksi pihak berelasi yang material memperoleh persetujuan Dewan Komisaris. Komisaris yang memiliki benturan kepentingan tidak turut serta dalam pemberian persetujuan.</p> <p>Material related party transactions, including consulting service agreements and other services or work between directors/commissioners and their affiliates with the corporation must obtain approval in accordance with applicable laws and regulations. In addition to those already regulated for approval in laws and regulations, material related party transactions obtain approval from the Board of Commissioners. Commissioners who have a conflict of interest do not participate in providing approval.</p>         | ✓                |                                     |
|                   |                            | 7.2.2.3       | <p>Korporasi memiliki kebijakan bahwa transaksi yang sudah pasti merugikan pemegang saham publik/minoritas dilarang. Contoh transaksi tersebut:</p> <p>a. Bantuan/subsidi keuangan kepada Direksi atau Komisaris pada tingkat bunga di bawah kewajaran; walaupun ada pemberian pinjaman harus dilakukan pada tingkat bunga dan syarat wajar dan mendapat persetujuan dari Dewan Komisaris;</p> <p>b. Bantuan/subsidi keuangan kepada entitas selain entitas yang dimiliki sepenuhnya oleh korporasi.</p> <p>The corporation has a policy that transactions that are certain to be detrimental to public/minority shareholders are prohibited. Examples of such transactions are:</p> <p>a. Financial assistance/subsidies to Directors or Commissioners at interest rates below fair; if any loans are provided, they must be made at fair interest rates and terms and with the approval of the Board of Commissioners;</p> <p>b. Financial assistance/subsidies to entities other than entities wholly owned by the corporation.</p> | ✓                |                                     |
|                   |                            | 7.2.2.4       | <p>Dewan Komisaris mengungkapkan kebijakan proses untuk menyetujui, meninjau dan memantau transaksi pihak berelasi dan setiap konflik kepentingan yang melekat.</p> <p>The Board of Commissioners discloses the process policy for approving, reviewing and monitoring related party transactions and any inherent conflicts of interest.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | ✓                |                                     |
|                   |                            | 7.2.2.5       | <p>Kesimpulan kajian Komite Audit atas transaksi pihak berelasi/ benturan kepentingan yang signifikan diungkapkan dalam Laporan Tahunan korporasi.</p> <p>The conclusion of the Audit Committee's review of related party transactions/significant conflicts of interest is disclosed in the corporation's Annual Report.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | ✓                |                                     |



| Prinsip Principle | Rekomendasi Recommendation                                   | Panduan Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Uraian Description | Apply or Explain | Keterangan Penerapan Implementation                                                                                                                                                                                                      |
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|                   | 7.2.3                                                        | Korporasi memiliki dan mengungkapkan kebijakan untuk mencegah terjadinya <i>insider trading</i> . Korporasi memiliki aturan yang jelas mengenai perdagangan apa pun dalam saham korporasi yang dilakukan oleh direktur, komisaris dan orang dalam untuk memastikan bahwa siapapun tidak boleh mendapatkan keuntungan secara langsung atau tidak langsung dari informasi yang tidak/belum tersedia di pasar.<br>The corporation has and discloses a policy to prevent insider trading. The corporation has clear rules regarding any trading in the corporation's shares by directors, commissioners and insiders to ensure that no one can directly or indirectly benefit from information that is not/not yet available in the market.                        |                    | x                | Pupuk Kaltim belum memiliki kebijakan <i>insider trading</i> tersendiri, namun terdapat dalam Kode Etik Perusahaan<br>Pupuk Kaltim does not yet have its own insider trading policy, but it is included in the Company's Code of Ethics. |
| 7.3               | Rapat Umum Pemegang Saham<br>General Meeting of Shareholders |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                    |                  |                                                                                                                                                                                                                                          |
|                   | 7.3.1                                                        | Korporasi melakukan panggilan RUPS dengan agenda dan materi RUPS selengkap dan sedini mungkin (paling lambat 28 hari sebelum RUPS) untuk memberikan waktu dan materi yang cukup bagi pemegang saham untuk mempelajari dengan baik agenda rapat. Undangan rapat dan seluruh informasi RUPS diungkapkan melalui sarana elektronik seperti melalui situs web korporasi.<br>The corporation makes a GMS call with the agenda and materials of the GMS as complete and as early as possible (no later than 28 days before the GMS) to provide sufficient time and materials for shareholders to study the meeting agenda properly. The meeting invitation and all GMS information are disclosed through electronic means such as through the corporation's website. |                    | x                | Pupuk Kaltim bukan perusahaan terbuka sehingga panggilan RUPS paling lambat 14 hari sebelum RUPS<br>Pupuk Kaltim is not a public company so the invitation to the GMS must be made no later than 14 days before the GMS.                 |
|                   | 7.3.1.1                                                      | Dalam materi atas agenda RUPS, korporasi menyampaikan informasi relevan dan lengkap yang diperlukan dalam pengambilan keputusan, termasuk penjelasan dan justifikasi ( <i>rationale</i> ) atas keputusan yang diusulkan untuk disetujui dalam RUPS.<br>In the material on the agenda of the GMS, the corporation submits relevant and complete information required in decision-making, including explanations and justification ( <i>rationale</i> ) for the decisions proposed for approval at the GMS.                                                                                                                                                                                                                                                      | ✓                  |                  |                                                                                                                                                                                                                                          |
|                   | 7.3.2                                                        | Korporasi memiliki dan mengungkapkan aturan dan prosedur yang memfasilitasi pemegang saham dalam berpartisipasi dan memberikan suara secara efektif di RUPS.<br>The Corporation has and discloses rules and procedures that facilitate shareholders in participating and voting effectively at the GMS.                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                    | ✓                |                                                                                                                                                                                                                                          |
|                   | 7.3.2.1                                                      | Korporasi menyediakan infrastruktur yang memungkinkan kehadiran seluruh pemegang saham domestik maupun asing, termasuk investor institusi dalam RUPS.<br>The Corporation provides infrastructure that allows the presence of all domestic and foreign shareholders, including institutional investors at the GMS.                                                                                                                                                                                                                                                                                                                                                                                                                                              | ✓                  |                  |                                                                                                                                                                                                                                          |
|                   | 7.3.2.2                                                      | Seluruh anggota Direksi dan anggota Dewan Komisaris hadir dalam RUPS Tahunan.<br>All members of the Board of Directors and members of the Board of Commissioners are present at the Annual GMS.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | ✓                  |                  |                                                                                                                                                                                                                                          |





| Prinsip Principle | Rekomendasi Recommendation | Panduan Guide | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Apply or Explain | Keterangan Penerapan Implementation                                           |
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|                   |                            | 7.3.2.3       | Ketua Komite Audit, Komite Nominasi dan Remunerasi, Komite Pemantau Manajemen Risiko, serta komite lainnya siap memberikan tanggapan yang berarti atas pertanyaan yang ditujukan kepada mereka dalam RUPS. The Chairperson of the Audit Committee, Nomination and Remuneration Committee, Risk Management Monitoring Committee, and other committees are ready to provide meaningful responses to questions addressed to them at the GMS.                                                                                                                                                                                                                                                                                                                                                                                                                                    | ✓                |                                                                               |
|                   |                            | 7.3.2.4       | Pemegang saham memiliki kesempatan, dalam batas kewajaran, untuk:<br>a. mengajukan pertanyaan dalam RUPS, termasuk pertanyaan yang berkaitan dengan hasil audit eksternal tahunan;<br>b. memasukkan suatu acara ke dalam agenda RUPS; dan<br>c. mengajukan usulan resolusi. Shareholders have the opportunity, within reasonable limits, to:<br>a. raise questions at the GMS, including questions related to the results of the annual external audit;<br>b. include an event on the GMS agenda; and<br>c. propose a resolution.                                                                                                                                                                                                                                                                                                                                            | ✓                |                                                                               |
|                   |                            | 7.3.2.5       | Korporasi memiliki cara atau prosedur teknis pemungutan suara (voting) yang mengedepankan independensi, dan kepentingan pemegang saham, yaitu:<br>a. lokasi RUPS yang mudah diakses sebagian besar pemegang saham;<br>b. pemungutan secara tertutup (poll-voting) dan bukan dengan mengacungkan tangan (show of hands);<br>c. memastikan tidak ada syarat dan prosedur RUPS yang menghambat pemegang saham untuk turut serta mengambil keputusan. The corporation has a method or technical procedure for voting that prioritizes independence and the interests of shareholders, namely:<br>a. a GMS location that is easily accessible to most shareholders;<br>b. closed voting (poll-voting) and not by showing hands (show of hands);<br>c. ensuring that there are no GMS requirements and procedures that prevent shareholders from participating in decision-making. | ✓                |                                                                               |
|                   |                            | 7.3.2.6       | Korporasi mengupayakan prosedur pemungutan suara secara elektronik serta mengambil langkah untuk membangun infrastruktur yang memungkinkan pemungutan suara secara elektronik atau menggunakan infrastruktur yang telah tersedia di ekosistem dalam pemungutan suara. The corporation seeks electronic voting procedures and takes steps to build infrastructure that allows electronic voting or uses infrastructure that is already available in the ecosystem in voting.                                                                                                                                                                                                                                                                                                                                                                                                  | x                | Pupuk Kaltim bukan perusahaan terbuka<br>Pupuk Kaltim is not a public company |



| Prinsip Principle | Rekomendasi Recommendation | Panduan Guide                                                                                                                                                                                                                                  | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Apply or Explain | Keterangan Penerapan Implementation |
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|                   |                            | 7.3.2.7                                                                                                                                                                                                                                        | Setiap pemungutan suara dalam RUPS hanya untuk satu keputusan, tidak ada penggabungan beberapa keputusan ke dalam resolusi yang sama ( <i>bundling</i> ).<br>Each vote in the GMS is only for one decision, there is no merging of several decisions into the same resolution ( <i>bundling</i> ).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | ✓                |                                     |
|                   |                            | 7.3.2.8                                                                                                                                                                                                                                        | Korporasi menunjuk pihak independen (pengawas/inspektur) untuk menghitung dan/atau mengesahkan suara dalam RUPS dan mengungkapkannya dalam risalah RUPS.<br>The corporation appoints an independent party (supervisor/inspector) to count and/or validate the votes in the GMS and disclose them in the minutes of the GMS.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | ✓                |                                     |
|                   |                            | 7.3.2.9                                                                                                                                                                                                                                        | Jika resolusi yang disetujui oleh pemegang saham pengendali bertentangan dengan sebagian besar suara pemegang saham nonpengendali, maka pasca RUPS, korporasi mengungkapkan tindakan apa yang diambil untuk memahami dan menanggapi hal yang menjadi perhatian pemegang saham nonpengendali yang menyebabkannya memberikan suara yang berbeda dari pemegang saham pengendali.<br>If the resolution approved by the controlling shareholder is contrary to the majority of the votes of the non-controlling shareholders, then after the GMS, the corporation shall disclose what actions were taken to understand and respond to the concerns of the non-controlling shareholders that caused them to vote differently from the controlling shareholders.                                                                                                                                                                                              | ✓                |                                     |
|                   | 7.3.3                      | Pemegang saham berpartisipasi efektif dalam menetapkan penunjukan anggota Direksi dan Dewan Komisaris.<br>Shareholders participate effectively in determining the appointment of members of the Board of Directors and Board of Commissioners. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | ✓                |                                     |
|                   |                            | 7.3.3.1                                                                                                                                                                                                                                        | Dewan Komisaris melalui Komite Nominasi dan Remunerasi melakukan pemeriksaan yang mendalam atas kandidat Direktur dan Komisaris serta menyampaikan semua informasi relevan yang material mengenai kandidat kepada pemegang saham dalam proses pemilihan anggota dewan. Informasi yang diungkapkan termasuk informasi mengenai jabatan Direktur atau Komisaris di korporasi lain, dan apakah mereka dinilai independen dari sudut pandang korporasi.<br>The Board of Commissioners through the Nomination and Remuneration Committee conducts an in-depth examination of the Director and Commissioner candidates and conveys all relevant material information regarding the candidates to shareholders in the board member selection process. The information disclosed includes information regarding the Director or Commissioner's position in other corporations, and whether they are considered independent from the corporation's perspective. | ✓                |                                     |





| Prinsip Principle | Rekomendasi Recommendation | Panduan Guide                                                                                                                                                                                                                                                                    | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                               | Apply or Explain | Keterangan Penerapan Implementation                                           |
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|                   |                            | 7.3.3.2                                                                                                                                                                                                                                                                          | Direktur dan Komisaris dicalonkan untuk pemilihan setidaknya sekali setiap tiga tahun atau lima tahun bagi korporasi yang peraturannya mengharuskan lima tahun. Akan lebih baik jika pencalonan dilakukan setiap setahun sekali.<br>Directors and Commissioners are nominated for election at least once every three years or five years for corporations whose regulations require five years. It would be better if the nomination is carried out once a year. | ✓                |                                                                               |
|                   |                            | 7.3.3.3                                                                                                                                                                                                                                                                          | Pemegang saham melakukan pemungutan suara terpisah untuk tiap-tiap kandidat Direktur dan Komisaris.<br>Shareholders vote separately for each Director and Commissioner candidate.                                                                                                                                                                                                                                                                                | x                | Pupuk Kaltim bukan perusahaan terbuka<br>Pupuk Kaltim is not a public company |
|                   | 7.3.4                      | Korporasi memastikan transparansi dan akuntabilitas auditor eksternal di RUPS.<br>The corporation ensures transparency and accountability of external auditors at the GMS.                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | ✓                |                                                                               |
|                   |                            | 7.3.4.1                                                                                                                                                                                                                                                                          | Dalam panggilan RUPS, korporasi mengidentifikasi dan menginformasikan calon auditor eksternal yang akan ditunjuk atau ditunjuk kembali dalam RUPS.<br>In the GMS invitation, the corporation identifies and informs the candidate external auditors who will be appointed or reappointed in the GMS.                                                                                                                                                             | ✓                |                                                                               |
|                   |                            | 7.3.4.2                                                                                                                                                                                                                                                                          | Korporasi memastikan bahwa auditor eksternal menghadiri RUPS dan berkewajiban menjawab pertanyaan dari pemegang saham terkait dengan audit atas laporan keuangan.<br>The corporation ensures that the external auditors attend the GMS and are obliged to answer questions from shareholders related to the audit of the financial statements.                                                                                                                   |                  |                                                                               |
|                   | 7.3.5                      | Penyampaian hasil pemungutan suara dan ringkasan risalah RUPS secara lengkap diumumkan ke publik pada hari kerja berikutnya.<br>The submission of the voting results and a complete summary of the minutes of the GMS are announced to the public on the following business day. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | x                | Pupuk Kaltim bukan perusahaan terbuka<br>Pupuk Kaltim is not a public company |
|                   |                            | 7.3.5.1                                                                                                                                                                                                                                                                          | Risalah RUPS diinformasikan kepada pemegang saham selambat-lambatnya 30 hari kerja setelah RUPS.<br>The minutes of the GMS are informed to shareholders no later than 30 working days after the GMS.                                                                                                                                                                                                                                                             | x                | Pupuk Kaltim bukan perusahaan terbuka<br>Pupuk Kaltim is not a public company |
|                   |                            | 7.3.5.2                                                                                                                                                                                                                                                                          | Risalah RUPS memuat pertanyaan yang diajukan oleh pemegang saham dan jawaban yang diberikan oleh pimpinan rapat atau pihak yang menjawab.<br>The minutes of the GMS contain questions raised by shareholders and answers given by the meeting leader or the party answering.                                                                                                                                                                                     | ✓                |                                                                               |





| Prinsip Principle                                            | Rekomendasi Recommendation                                                                              | Panduan Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Apply or Explain | Keterangan Penerapan Implementation                                           |
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|                                                              |                                                                                                         | 7.3.5.3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Penyelenggaraan RUPS, beserta semua materi rapat, laporan dan dokumen terkait yang meliputi antara lain laporan tahunan dan hasil pemungutan suara, termasuk agenda rapat yang bersangkutan dimuat di laman atau media digital komunikasi resmi korporasi dan tersedia selama paling tidak 10 (sepuluh) tahun.<br>The holding of the GMS, along with all meeting materials, reports and related documents including, among others, the annual report and voting results, including the agenda of the relevant meeting are published on the official corporate communication website or digital media and are available for at least 10 (ten) years. | x                | Pupuk Kaltim bukan perusahaan terbuka<br>Pupuk Kaltim is not a public company |
| <b>8. Pemangku Kepentingan Lainnya</b><br>Other Stakeholders |                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                  |                                                                               |
| 8.1                                                          | Keterlibatan Pemangku Kepentingan Kunci ( <i>stakeholder engagement</i> )<br>Key Stakeholder Engagement |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                  |                                                                               |
|                                                              | 8.1.1                                                                                                   | Korporasi melalui Sekretaris Korporasi melaksanakan komunikasi yang reguler, transparan dan efektif dengan pemangku kepentingan kunci serta melibatkan mereka untuk memahami harapan dan keluhan mereka serta dampak korporasi terhadap mereka.<br>The Corporation through the Corporate Secretary carries out regular, transparent and effective communication with key stakeholders and engages them to understand their expectations and concerns and the impact of the corporation on them. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | ✓                |                                                                               |
|                                                              |                                                                                                         | 8.1.1.1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Korporasi mengungkapkan proses dalam mengidentifikasi dan memilih pemangku kepentingan kunci yang akan dilibatkan.<br>The corporation discloses the process for identifying and selecting key stakeholders to engage.                                                                                                                                                                                                                                                                                                                                                                                                                               | ✓                |                                                                               |
|                                                              |                                                                                                         | 8.1.1.2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Korporasi mengungkapkan pendekatan dan kegiatan dalam menangani keterlibatan pemangku kepentingan kunci termasuk frekuensinya berdasarkan jenis dan kelompok pemangku kepentingan kunci.<br>The corporation discloses the approach and activities for handling key stakeholder engagement including the frequency by type and group of key stakeholders.                                                                                                                                                                                                                                                                                            | ✓                |                                                                               |
|                                                              |                                                                                                         | 8.1.1.3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Korporasi menyediakan saluran yang dapat digunakan para pemangku kepentingan kunci (misalnya pelanggan, pemasok, masyarakat umum, dll) untuk menyampaikan pendapat dan masukan, menyuarakan keluhan dan/atau pengaduan mereka atas kemungkinan pelanggaran hak-hak mereka.<br>The corporation provides channels through which key stakeholders (e.g. customers, suppliers, the general public, etc.) can express their opinions and input, voice their grievances and/or complaints regarding potential violations of their rights.                                                                                                                 | ✓                |                                                                               |





| Prinsip Principle | Rekomendasi Recommendation                                                                      | Panduan Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Apply or Explain | Keterangan Penerapan Implementation |
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|                   |                                                                                                 | 8.1.1.4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <p>Korporasi mengungkapkan pandangan, masukan dan keluhan signifikan yang disampaikan para pemangku kepentingan kunci yang diperoleh dari keterlibatan pemangku kepentingan kunci, termasuk:</p> <ul style="list-style-type: none"> <li>a. respons korporasi; dan</li> <li>b. kelompok pemangku kepentingan kunci yang menyampaikan pandangan dan masukan.</li> </ul> <p>The corporation discloses significant views, input and concerns raised by key stakeholders obtained from key stakeholder engagement, including:</p> <ul style="list-style-type: none"> <li>a. corporate response; and</li> <li>b. key stakeholder groups that provided views and input.</li> </ul> | ✓                |                                     |
| 8.2               | Integrasi Keberlanjutan dalam Model Bisnis<br>Integration of Sustainability into Business Model |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                  |                                     |
|                   | 8.2.1                                                                                           | <p>Dewan Komisaris bersama-sama dengan Direksi bertanggung jawab, akuntabel dan transparan atas governansi keberlanjutan, termasuk menetapkan strategi, prioritas, dan target keberlanjutan korporasi. Direksi dan Dewan Komisaris memasukkan pertimbangan keberlanjutan ketika menjalankan perannya, termasuk antara lain dalam pengembangan dan implementasi strategi korporasi, rencana bisnis, rencana aksi utama dan manajemen risiko.</p> <p>The Board of Commissioners together with the Board of Directors are responsible, accountable and transparent for sustainability governance, including setting corporate sustainability strategies, priorities and targets. The Board of Directors and the Board of Commissioners incorporate sustainability considerations when carrying out their roles, including, among others, in the development and implementation of corporate strategies, business plans, key action plans and risk management.</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | ✓                |                                     |
|                   |                                                                                                 | 8.2.1.1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <p>Direksi memastikan bahwa strategi, prioritas dan target keberlanjutan korporasi serta kinerja terhadap target ini dikomunikasikan kepada para pemangku kepentingan.</p> <p>The Board of Directors ensures that the corporate sustainability strategy, priorities and targets and performance against these targets are communicated to stakeholders.</p>                                                                                                                                                                                                                                                                                                                 | ✓                |                                     |
|                   |                                                                                                 | 8.2.1.2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <p>Direksi dan Dewan Komisaris senantiasa mengikuti dan memahami masalah keberlanjutan yang relevan bagi korporasi dan bisnisnya.</p> <p>The Board of Directors and the Board of Commissioners continue to follow and understand sustainability issues relevant to the corporation and its business.</p>                                                                                                                                                                                                                                                                                                                                                                    | ✓                |                                     |
|                   |                                                                                                 | 8.2.1.3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <p>Evaluasi kinerja Direksi dan Dewan Komisaris mencakup kinerja mereka dalam mengawasi dan menangani risiko serta peluang yang signifikan tentang keberlanjutan korporasi.</p> <p>The performance evaluation of the Board of Directors and the Board of Commissioners includes their performance in overseeing and addressing significant risks and opportunities regarding corporate sustainability.</p>                                                                                                                                                                                                                                                                  | ✓                |                                     |



| Prinsip Principle | Rekomendasi Recommendation                                        | Panduan Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Apply or Explain | Keterangan Penerapan Implementation |
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|                   |                                                                   | 8.2.1.4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Direksi menunjuk seseorang dalam manajemen yang berperan khusus dalam mengelola secara strategik keberlanjutan, termasuk mengintegrasikan pertimbangan keberlanjutan dalam kegiatan korporasi.<br>The Board of Directors appoints a person in management who has a specific role in strategically managing sustainability, including integrating sustainability considerations into corporate activities.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | ✓                |                                     |
| 8.3               | Perlindungan terhadap Pemangku Kepentingan Stakeholder Protection |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                  |                                     |
|                   | 8.3.1                                                             | Direksi memastikan dan mengungkapkan bahwa operasi korporasi mencerminkan penerapan standar etika, tanggung jawab sosial dan lingkungan yang tinggi di seluruh korporasi dan memastikan bahwa kebijakan dan prosedur yang tepat diterapkan untuk menghormati serta mematuhi hak-hak pemangku kepentingan.<br>The Board of Directors ensures and discloses that corporate operations reflect the application of high standards of ethics, social and environmental responsibility throughout the corporation and ensures that appropriate policies and procedures are implemented to respect and comply with stakeholder rights. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | ✓                |                                     |
|                   |                                                                   | 8.3.1.1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Korporasi menjalankan dan mengungkapkan kebijakan tentang tanggung jawab korporasi kepada pelanggan termasuk antara lain mempertimbangkan keamanan informasi pelanggan, etika dan perilaku penjualan, layanan purna jual sesuai dengan umur produk/ masa layanan, serta menindaklanjuti tingkat kepuasan pelanggan untuk meningkatkan kualitas produk dan layanan. Iklan dan hubungan masyarakat harus mempromosikan konsumsi yang bertanggung jawab dan dilakukan secara bertanggung jawab, termasuk menghindari penyesatan pelanggan, atau menyebabkan kesalahpahaman tentang produk dan layanan yang ditawarkan oleh korporasi.<br>The corporation implements and discloses policies on corporate responsibility to customers, including, among others, considering customer information security, sales ethics and behavior, after-sales service according to product age/service period, and following up on customer satisfaction levels to improve product and service quality. Advertisements and public relations must promote responsible consumption and be carried out responsibly, including avoiding misleading customers or causing misunderstandings about the products and services offered by the corporation. | ✓                |                                     |





| Prinsip Principle | Rekomendasi Recommendation | Panduan Guide | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Apply or Explain | Keterangan Penerapan Implementation |
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|                   |                            | 8.3.1.2       | <p>Korporasi menjalankan dan mengungkapkan kebijakan yang meliputi kriteria dalam pemilihan pemasok, mekanisme pengadaan yang transparan, upaya peningkatan kemampuan pemasok, dan pemenuhan hak-hak yang berkaitan dengan pemasok. Korporasi juga memiliki kebijakan yang mendorong dan memantau pemasok untuk menghormati hak asasi manusia, menjalankan tanggung jawab sosial dan lingkungan, memperlakukan karyawan, staf, dan pekerja mereka secara adil, serta memastikan bahwa pemasok telah menerapkan kebijakan dan prosedur bisnis yang berkelanjutan dan berbasis nilai berkelanjutan.</p> <p>The corporation implements and discloses policies that include criteria for selecting suppliers, transparent procurement mechanisms, efforts to improve supplier capabilities, and fulfillment of rights related to suppliers. The corporation also has policies that encourage and monitor suppliers to respect human rights, carry out social and environmental responsibilities, treat their employees, staff, and workers fairly, and ensure that suppliers have implemented sustainable and value-based business policies and procedures.</p> | ✓                |                                     |
|                   |                            | 8.3.1.3       | <p>Korporasi menjalankan dan mengungkapkan tanggung jawab sosial dengan menerapkan pengetahuan dan pengalaman bisnis korporasi untuk mengembangkan dan menghasilkan kegiatan tanggung jawab sosial yang secara kongkrit memberikan nilai tambah bagi masyarakat termasuk mendorong kemandirian masyarakat.</p> <p>The corporation implements and discloses social responsibility by applying corporate business knowledge and experience to develop and produce social responsibility activities that concretely provide added value to society, including encouraging community independence.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | ✓                |                                     |
|                   |                            | 8.3.1.4       | <p>Korporasi menjalankan dan mengungkapkan tanggung jawab lingkungan dengan mencegah, mengurangi, dan mengelola hal-hal berdampak negatif terhadap lingkungan dari semua aspek operasi korporasi, termasuk dalam penggunaan:</p> <ul style="list-style-type: none"> <li>a. bahan baku;</li> <li>b. energi;</li> <li>c. penggunaan air;</li> <li>d. pemanfaatan sumber daya terbarukan;</li> <li>e. pemanfaatan serta rehabilitasi keanekaragaman hayati, pengelolaan limbah dan penurunan dampak gas rumah kaca serta emisi karbon.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | ✓                |                                     |



| Prinsip Principle | Rekomendasi Recommendation | Panduan Guide                                                                                                                                                                                                                                       | Uraian Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Apply or Explain | Keterangan Penerapan Implementation                                                                                                               |
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|                   |                            |                                                                                                                                                                                                                                                     | Corporations carry out and disclose environmental responsibility by preventing, reducing, and managing things that have negative impacts on the environment from all aspects of corporate operations, including in the use of:<br>a. raw materials;<br>b. energy;<br>c. water use;<br>d. utilization of renewable resources;<br>e. utilization and rehabilitation of biodiversity, waste management and reduction of greenhouse gas impacts and carbon emissions.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                  |                                                                                                                                                   |
|                   |                            | 8.3.1.5                                                                                                                                                                                                                                             | Korporasi melaksanakan dan mengungkapkan kebijakan persaingan yang sehat dengan mengedepankan perilaku bisnis yang etis dan tidak melakukan praktik anti persaingan untuk mendapatkan atau melindungi posisi pasar.<br>Corporations implement and disclose healthy competition policies by prioritizing ethical business behavior and not engaging in anti-competitive practices to obtain or protect market positions.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | ✓                |                                                                                                                                                   |
|                   |                            | 8.3.1.6                                                                                                                                                                                                                                             | Direksi memiliki kebijakan guna melindungi hak para kreditur.<br>a. Dewan Komisaris mengawasi dan Direksi memonitor likuiditas dan solvabilitas keuangan korporasi.<br>b. Direksi memastikan bahwa risiko terhadap posisi keuangan atau kesulitan keuangan segera teridentifikasi, dikelola, dimitigasi serta dilaporkan. Dewan Komisaris memantau penanganan Direksi atas risiko atau kesulitan keuangan dan menerima laporan rutin.<br>The Board of Directors has a policy to protect the rights of creditors.<br>a. The Board of Commissioners supervises and the Board of Directors monitors the liquidity and financial solvency of the corporation.<br>b. The Board of Directors ensures that risks to the financial position or financial difficulties are promptly identified, managed, mitigated and reported. The Board of Commissioners monitors the Board of Directors' handling of risks or financial difficulties and receives regular reports. | ✓                |                                                                                                                                                   |
|                   | 8.3.2                      | Direksi mendorong karyawan bekerja untuk kepentingan jangka panjang korporasi dan mengedepankan keberlanjutan.<br>The Board of Directors encourages employees to work for the long-term interests of the corporation and prioritize sustainability. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | ✓                |                                                                                                                                                   |
|                   |                            | 8.3.2.1                                                                                                                                                                                                                                             | Korporasi memiliki kebijakan pemberian insentif jangka panjang kepada karyawan, yang mendorong penciptaan nilai yang berkelanjutan.<br>The corporation has a policy of providing long-term incentives to employees, which encourages sustainable value creation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | X                | Belum terdapat kebijakan pemberian insentif jangka panjang kepada karyawan<br>There is no policy for providing long-term incentives to employees. |







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|                   |                            | 8.3.2.2       | <p>Remunerasi berbasis kinerja untuk karyawan harus memperhatikan unsur risiko, termasuk mengukur imbal hasil yang disesuaikan dengan risiko (<i>risk-adjusted return</i>), untuk memastikan bahwa tidak ada insentif yang diberikan untuk pengambilan risiko yang tidak diinginkan.</p> <p>Performance-based remuneration for employees must take into account the risk element, including measuring risk-adjusted returns, to ensure that no incentives are given for taking unwanted risks.</p>                                                                                                                                        | ✓                |                                     |
|                   |                            | 8.3.2.3       | <p>Direksi mengelola dengan baik benturan kepentingan yang mungkin timbul antara karyawan sebagai penerima manfaat dana pensiun dengan korporasi sebagai pengelola dana pensiun.</p> <p>The Board of Directors properly manages conflicts of interest that may arise between employees as beneficiaries of pension funds and the corporation as the manager of pension funds.</p>                                                                                                                                                                                                                                                         | ✓                |                                     |
|                   |                            | 8.3.2.4       | <p>Direksi memastikan korporasi memiliki program pengembangan dan manajemen sumber daya manusia yang efektif untuk memastikan bahwa korporasi memiliki karyawan dalam jumlah yang memadai dan yang berpengetahuan, terampil, dan berpengalaman.</p> <p>The Board of Directors ensures that the corporation has an effective human resource development and management program to ensure that the corporation has an adequate number of employees who are knowledgeable, skilled and experienced.</p>                                                                                                                                      | ✓                |                                     |
|                   |                            | 8.3.2.5       | <p>Pada saat mengisi posisi manajerial dalam korporasi, Direksi mempertimbangkan unsur keberagaman, nondiskriminatif dan memberikan kesempatan yang sama kepada semua calon tanpa membedakan suku, agama, ras, golongan, dan gender. Kebijakan keberagaman tersebut disertai dengan tujuan yang terukur.</p> <p>When filling managerial positions in the corporation, the Board of Directors considers elements of diversity, non-discrimination and provides equal opportunities to all candidates without distinction of ethnicity, religion, race, class and gender. The diversity policy is accompanied by measurable objectives.</p> | ✓                |                                     |



# Kesesuaian Penerapan Tata Kelola Perusahaan terhadap ASEAN Corporate Scorecard (ACGS)

## Conformity of Corporate Governance Implementation to the ASEAN Corporate Governance Scorecard (ACGS)

Untuk terus mempertahankan dan utamanya meningkatkan penerapan prinsip GCG, Perusahaan telah membuat referensi silang terhadap penilaian ACGS untuk mempermudah perolehan data, sebagai berikut:

To continuously maintain and especially improve the implementation of GCG principles, the Company has cross-referenced the ACGS assessment to make it easier for readers to obtain data, as follows:

| Nomor Indeks<br>Index Number |                                                         | Parameter                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Penyajian<br>Presentation | Keterangan<br>Note |
|------------------------------|---------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|--------------------|
| Level 1                      |                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                           |                    |
| A.                           | Prinsip A. Hak Pemegang Saham<br>Rights of Shareholders |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                           |                    |
|                              | A.1                                                     | Hak Dasar Pemegang Saham<br>Basic Shareholder Rights                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                           |                    |
|                              | A.1.1                                                   | Apakah perusahaan membayar dividen (interim dan final/tahunan) secara adil dan tepat waktu; yang berarti seluruh pemegang saham diperlakukan sama dan dibayar dalam waktu 30 hari setelah (i) dividen interim diumumkan dan (ii) disetujui oleh pemegang saham pada rapat umum untuk dividen final? Dalam hal perusahaan telah menawarkan dividen skrip, apakah perusahaan membayar dividen tersebut dalam waktu 60 hari.<br>Does the company pay (interim and final/annual) dividends in an equitable and timely manner; that is, all shareholders are treated equally and paid within 30 days after being (i) declared for interim dividends and (ii) approved by shareholders at general meetings for final dividends? In case the company has offered Scrip dividend, did the company paid the dividend within 60 days. |                           |                    |
|                              | A.2                                                     | Hak untuk berpartisipasi secara efektif dan memberikan suara dalam rapat umum pemegang saham yang peraturannya telah diinformasikan terlebih dahulu, termasuk prosedur pemungutan suara yang mengatur rapat umum pemegang saham.<br>Right to participate effectively in and vote in general shareholder meetings and should be informed of the rules, including voting procedures, that govern general shareholder meetings.                                                                                                                                                                                                                                                                                                                                                                                                |                           |                    |
|                              | A.2.1                                                   | Apakah pemegang saham mempunyai kesempatan, yang dibuktikan dengan mata acara, untuk menyetujui remunerasi (biaya, tunjangan, <i>benefit natura</i> , dan honorarium lainnya) atau kenaikan remunerasi bagi direksi/komisaris non-eksekutif?<br>Do shareholders have the opportunity, evidenced by an agenda item, to approve remuneration (fees, allowances, benefit-in-kind and other emoluments) or any increases in remuneration for the non-executive directors/commissioners?                                                                                                                                                                                                                                                                                                                                         |                           |                    |
|                              | A.2.2                                                   | Apakah perusahaan memberikan hak kepada pemegang saham non pengendali untuk mengusulkan calon direksi/komisaris?<br>Does the company provide non-controlling shareholders a right to nominate candidates for board of directors/commissioners?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                           |                    |
|                              | A.2.3                                                   | Apakah perusahaan memperbolehkan pemegang saham untuk memilih direksi/komisaris?<br>Does the company allow shareholders to elect directors/commissioners individually?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                           |                    |





| Nomor Indeks<br>Index Number | Parameter                                                                                                                                                                                                                                                                                                                                                                                  | Penyajian<br>Presentation | Keterangan<br>Note |
|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|--------------------|
| A.2.4                        | Apakah perusahaan mengadakan pemungutan suara sebelum rapat dimulai?<br>Does the company disclose the voting procedures used before the start of meeting?                                                                                                                                                                                                                                  |                           |                    |
| A.2.5                        | Apakah risalah RUPS terakhir mencatat bahwa pemegang saham diberi kesempatan untuk mengajukan pertanyaan dan apakah pertanyaan yang diajukan pemegang saham serta jawaban yang diberikan dicatat?<br>Do the minutes of the most recent AGM record that the shareholders were given the opportunity to ask questions and the questions raised by shareholders and answers given recorded?   |                           |                    |
| A.2.6                        | Apakah perusahaan mengungkapkan hasil pemungutan suara termasuk suara setuju, tidak setuju, dan abstain untuk seluruh keputusan/setiap mata acara RUPS terkini?<br>Does the company disclose the voting results including approving, dissenting, and abstaining votes for all resolutions/each agenda item for the most recent AGM?                                                        |                           |                    |
| A.2.7                        | Apakah perusahaan menyediakan informasi mengenai daftar anggota dewan yang menghadiri RUPS terakhir?<br>Does the company disclose the list of board members who attended the most recent AGM?                                                                                                                                                                                              |                           |                    |
| A.2.8                        | Apakah perusahaan menyediakan informasi mengenai daftar dewan direksi dan CEO (jika dia bukan anggota dewan direksi) yang menghadiri RUPS terakhir?<br>Does the company disclose that all board members and the CEO (if he is not a board member) attended the most recent AGM?                                                                                                            |                           |                    |
| A.2.9                        | Apakah perusahaan memperbolehkan pemungutan suara secara <i>in-absensia</i> ?<br>Does the company allow voting in absentia?                                                                                                                                                                                                                                                                |                           |                    |
| A.2.10                       | Apakah perusahaan memberikan suara melalui pemungutan suara (dan bukan dengan mengacungkan tangan) untuk semua resolusi pada RUPS terkini?<br>Did the company vote by poll (as opposed to by show of hands) for all resolutions at the most recent AGM?                                                                                                                                    |                           |                    |
| A.2.11                       | Apakah Perusahaan mengungkapkan pihak independen yang telah ditunjuk (pemeriksa) untuk menghitung dan/atau memvalidasi suara dalam RUPST?<br>Does the company disclose that it has appointed an independent party (scrutineers/inspectors) to count and/or validate the votes at the AGM?                                                                                                  |                           |                    |
| A.2.12                       | Apakah perusahaan mengumumkan hasil pemungutan suara RUPS/RUPSLB terkini kepada publik pada hari kerja berikutnya untuk semua keputusan yang telah ditetapkan?<br>Does the company make publicly available by the next working day the result of the votes taken during the most recent AGM/EGM for all resolutions?                                                                       |                           |                    |
| A.2.13                       | Apakah Perusahaan memberikan pemberitahuan mengenai RUPS dan RUPSLB setidaknya 21 hari sebelum tanggal pelaksanaan rapat?<br>Does the company provide at least 21 days notice for all AGMs and EGMs?                                                                                                                                                                                       |                           |                    |
| A.2.14                       | Apakah perusahaan memberikan alasan dan penjelasan untuk setiap agenda yang memerlukan persetujuan pemegang saham dalam panggilan RUPS/surat edaran dan/atau dokumen tambahan mengenai agenda rapat?<br>Does the company provide the rationale and explanation for each agenda item which require shareholders' approval in the notice of AGM/circulars and/or the accompanying statement? |                           |                    |
| A.2.15                       | Apakah perusahaan memberikan kesempatan kepada pemegang saham untuk memasukkan mata acara atau topik pembicaraan pada rapat umum dengan persentase tertentu?<br>Does the company give the opportunity for shareholders to place item/s on the agenda of general meetings and/or to request for general meetings subject to a certain percentage?                                           |                           |                    |

| Nomor Indeks<br>Index Number | Parameter                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Penyajian<br>Presentation | Keterangan<br>Note |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|--------------------|
| A.3                          | Pasar untuk mengendalikan perusahaan harus berfungsi secara efisien dan transparan.<br>Markets for corporate control should be allowed to function in an efficient and transparent manner.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                           |                    |
| A.3.1                        | Apakah perusahaan membayar dividen (interim dan final/tahunan) secara adil dan tepat waktu; yaitu, seluruh pemegang saham diperlakukan sama dan dibayar dalam waktu 30 hari setelah (i) dividen interim diumumkan dan (ii) disetujui oleh pemegang saham pada rapat umum untuk dividen final? Dalam hal perusahaan telah menawarkan dividen skrip, apakah perusahaan membayar dividen tersebut dalam waktu 60 hari.<br>Does the company pay (interim and final/annual) dividends in an equitable and timely manner; that is, all shareholders are treated equally and paid within 30 days after being (i) declared for interim dividends and (ii) approved by shareholders at general meetings for final dividends? In case the company has offered Scrip dividend, did the company paid the dividend within 60 days. |                           |                    |
| A.4                          | Pelaksanaan hak kepemilikan oleh seluruh pemegang saham, termasuk investor institusi, harus difasilitasi.<br>The exercise of ownership rights by all shareholders, including institutional investors, should be facilitated.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                           |                    |
| A.4.1                        | Apakah perusahaan menyampaikan kebijakan atau langkah-langkahnya untuk mendorong keterlibatan pemegang saham dalam aktivitas perusahaan di luar rapat umum?<br>Does the company disclose its practices to encourage shareholders to engage with the company beyond general meetings?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                           |                    |
| A.5                          | Saham dan hak suara<br>Shares and voting rights                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                           |                    |
| A.5.1                        | Apabila perusahaan mempunyai lebih dari satu kelas saham, apakah perusahaan mempublikasikan hak suara pada masing-masing kelas saham tersebut (misalnya melalui situs web perusahaan/laporan/bursa/situs web regulator)?<br>Where the company has more than one class of shares, does the company publicise the voting rights attached to each class of shares (e.g. through the company website/reports/ the stock exchange/the regulator's website)?                                                                                                                                                                                                                                                                                                                                                                |                           |                    |
| A.6                          | Pemanggilan RUPS<br>Notice AGM                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                           |                    |
| A.6.1                        | Apakah setiap keputusan yang diambil pada rapat umum tahunan terakhir hanya membahas satu hal saja, misalnya, tidak ada penggabungan beberapa agenda menjadi satu keputusan yang sama?<br>Does each of the resolutions tabled at the most recent annual general meeting deal with only one item, i.e., there is no bundling of several items into the same resolution?                                                                                                                                                                                                                                                                                                                                                                                                                                                |                           |                    |
| A.6.2                        | Apakah pemanggilan RUPS/surat edaran terbaru perusahaan sepenuhnya diterjemahkan ke dalam bahasa Inggris dan diterbitkan pada tanggal yang sama dengan versi bahasa lokal?<br>Are the company's notice of the most recent AGM/ circulars fully translated into English and published on the same date as the local-language version?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                           |                    |
|                              | Apakah pemanggilan RUPS/surat edaran memuat rincian sebagai berikut:<br>Does the notice of AGM/circulars have the following details:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                           |                    |
| A.6.3                        | Apakah profil direksi/komisaris (setidaknya usia, kualifikasi akademis, tanggal penunjukan pertama, pengalaman, dan jabatan direksi di emiten lain) yang ingin dipilih/dipilih kembali disertakan?<br>Are the profiles of directors/commissioners (at least age, academic qualification, date of first appointment, experience, and directorships in other listed companies) in seeking election/reelection included?                                                                                                                                                                                                                                                                                                                                                                                                 |                           |                    |





| Nomor Indeks<br>Index Number |                                                                                                                                               | Parameter                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Penyajian<br>Presentation | Keterangan<br>Note |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|--------------------|
|                              | A.6.4                                                                                                                                         | Apakah auditor yang ingin diangkat/diangkat kembali telah teridentifikasi secara jelas?<br>Are the auditors seeking appointment/re-appointment clearly identified?                                                                                                                                                                                                                                                                                                                                                                       |                           |                    |
|                              | A.6.5                                                                                                                                         | Apakah dokumen <i>proxy</i> telah tersedia?<br>Were the proxy documents made easily available?                                                                                                                                                                                                                                                                                                                                                                                                                                           |                           |                    |
| A.7                          | <i>Insider trading</i> untuk mendapatkan keuntungan pribadi harus dilarang.<br>Insider trading and abusive self-dealing should be prohibited. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                           |                    |
|                              | A.7.1                                                                                                                                         | Apakah direksi/komisaris wajib melaporkan transaksi saham perseroan dalam waktu 3 hari kerja?<br>Are the directors / commissioners required to report their dealings in company shares within 3 business days?                                                                                                                                                                                                                                                                                                                           |                           |                    |
| A.8                          | Transaksi pihak berelasi oleh direksi dan pejabat eksekutif utama.<br>Related party transactions by directors and key executives.             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                           |                    |
|                              | A.8.1                                                                                                                                         | Apakah perusahaan memiliki kebijakan yang mewajibkan komite yang terdiri dari direksi/komisaris independen untuk meninjau materi transaksi pihak berelasi (TPB) untuk menentukan apakah TPB tersebut merupakan yang terbaik bagi kepentingan perusahaan dan pemegang saham?<br>Does the company have a policy requiring a committee of independent directors/commissioners to review material RPTs to determine whether they are in the best interests of the company and shareholders?                                                  |                           |                    |
|                              | A.8.2                                                                                                                                         | Apakah perusahaan memiliki kebijakan yang mewajibkan anggota Dewan (Direksi/Komisaris) untuk tidak ikut serta dalam diskusi dewan mengenai agenda tertentu jika ada konflik?<br>Does the company have a policy requiring board members (Directors/Commissioners) to abstain from participating in the board discussion on a particular agenda when they are conflicted?                                                                                                                                                                  |                           |                    |
|                              | A.8.3                                                                                                                                         | Apakah perusahaan mempunyai kebijakan mengenai pinjaman kepada direksi dan komisaris yang melarang praktik ini atau memastikan bahwa hal tersebut dilakukan secara wajar dan sesuai dengan <i>market rates</i> ?<br>Does the company have policies on loans to directors and commissioners either forbidding this practice or ensuring that they are being conducted at arm's length basis and at market rates?                                                                                                                          |                           |                    |
| A.9                          | Melindungi pemegang saham minoritas dari tindakan sewenang-wenang<br>Protecting minority shareholders from abusive actions                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                           |                    |
|                              | A.9.1                                                                                                                                         | Apakah perusahaan mengungkapkan bahwa TPB dilakukan untuk memastikan bahwa TPB tersebut adil dan wajar?<br>Does the company disclose that RPTs are conducted in such a way to ensure that they are fair and at arms' length?                                                                                                                                                                                                                                                                                                             |                           |                    |
|                              | A.9.2                                                                                                                                         | Dalam hal transaksi pihak berelasi memerlukan persetujuan pemegang saham, apakah keputusan diambil oleh pemegang saham yang tidak berkepentingan?<br>In case of related party transactions requiring shareholders' approval, is the decision made by disinterested shareholders?                                                                                                                                                                                                                                                         |                           |                    |
| C                            | Keberlanjutan dan Ketahanan<br>Sustainability and Resilience                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                           |                    |
|                              | C.1                                                                                                                                           | Pengungkapan terkait keberlanjutan harus konsisten, dapat dibandingkan, dan dapat diandalkan, serta mencakup informasi penting yang bersifat retrospektif dan berwawasan ke depan, hal ini dianggap penting oleh investor dalam membuat keputusan investasi atau pemungutan suara.<br>Sustainability-related disclosure should be consistent, comparable and reliable, and include retrospective and forward-looking material information that a reasonable investor would consider important in making an investment or voting decision |                           |                    |



| Nomor Indeks<br>Index Number | Parameter                                                                                                                                                                                                                                                                                                                                                                                          | Penyajian<br>Presentation | Keterangan<br>Note |
|------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|--------------------|
| C.1                          | C.1.1 Apakah perusahaan mengidentifikasi/melaporkan topik-topik ESG yang penting bagi strategi organisasi?<br>Does the company identify/report ESG topics that are material to the organization's strategy?                                                                                                                                                                                        |                           |                    |
|                              | C.1.2 Apakah perusahaan mengidentifikasi perubahan iklim sebagai sebuah isu?<br>Does the company identify climate change as an issue?                                                                                                                                                                                                                                                              |                           |                    |
|                              | C.1.3 Apakah perusahaan mengadopsi kerangka atau standar pelaporan keberlanjutan yang diakui secara internasional (yaitu GRI, Pelaporan Terintegrasi, SASB, Standar Pengungkapan Keberlanjutan IFRS)?<br>Does the company adopt an internationally recognized reporting framework or standard for sustainability (i.e. GRI, Integrated Reporting, SASB, IFRS Sustainability Disclosure Standards)? |                           |                    |
|                              | Jika perusahaan secara publik menetapkan tujuan atau target terkait keberlanjutan, kerangka pengungkapan harus menyediakan metrik yang jelas dan diungkapkan secara berkala dan mudah diakses.<br>If a company publicly sets a sustainability-related goal or target, the disclosure framework should provide that reliable metrics are regularly disclosed in an easily accessible form           |                           |                    |
|                              | C.1.4 Apakah perusahaan mengungkapkan target keberlanjutan kuantitatif?<br>Does the company disclose quantitative sustainability target?                                                                                                                                                                                                                                                           |                           |                    |
|                              | C.1.5 Apakah perusahaan mengungkapkan kemajuan kinerja terkait keberlanjutan telah sesuai dengan target yang telah ditetapkan sebelumnya?<br>Does the company disclose sustainability-related performance progress in relation to its previously set targets?                                                                                                                                      |                           |                    |
|                              | C.1.6 Apakah perusahaan memastikan bahwa Laporan Keberlanjutan/Pelaporannya telah ditinjau dan/atau disetujui oleh Dewan atau Komite Dewan?<br>Does the company confirm that its Sustainability Report/Reporting is reviewed and/or approved by the Board or Board Committee?                                                                                                                      |                           |                    |
| C.2                          | Kerangka tata kelola perusahaan harus memungkinkan terjadinya dialog antara perusahaan, pemegang saham, dan pemangku kepentingan untuk bertukar pandangan mengenai masalah keberlanjutan<br>Corporate governance frameworks should allow for dialogue between a company, its shareholders and stakeholders to exchange views on sustainability matters                                             |                           |                    |
|                              | C.2.1 Apakah perusahaan melibatkan pemangku kepentingan internal untuk bertukar pandangan dan mengumpulkan umpan balik mengenai permasalahan keberlanjutan yang berdampak bagi bisnis perusahaan?<br>Does the company engage internal stakeholders to exchange views and gather feedback on sustainability matters that are material to the business of the company?                               |                           |                    |
|                              | C.2.2 Apakah perusahaan melibatkan pemangku kepentingan internal untuk bertukar pandangan dan mengumpulkan umpan balik mengenai permasalahan keberlanjutan yang berdampak bagi bisnis perusahaan?<br>Does the company engage external stakeholders to exchange views and gather feedback on sustainability matters that are material to the business of the company?                               |                           |                    |





| Nomor Indeks<br>Index Number | Parameter                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Penyajian<br>Presentation | Keterangan<br>Note |
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| C.3                          | <p>Salah satu fungsi dari tata kelola perusahaan adalah memastikan bahwa dewan mempertimbangkan risiko dan peluang keberlanjutan yang signifikan dalam menjalankan fungsi utama mereka, seperti meninjau, memantau dan memandu praktik tata kelola, pengungkapan, strategi, manajemen risiko dan sistem pengendalian internal, termasuk yang berkaitan dengan risiko fisik dan transisi terkait perubahan iklim.</p> <p>The corporate governance framework should ensure that boards adequately consider material sustainability risks and opportunities when fulfilling their key functions in reviewing, monitoring and guiding governance practices, disclosure, strategy, risk management and internal control systems, including with respect to climate-related physical and transition risks.</p> |                           |                    |
|                              | <p>Dewan harus menilai apakah struktur permodalan perusahaan sesuai dengan tujuan jangka panjang perusahaan dan risiko yang dapat ditoleransi untuk memastikan ketahanannya terhadap berbagai kemungkinan yang akan terjadi di masa depan.</p> <p>Boards should assess whether the company's capital structure is compatible with its strategic goals and its associated risk appetite to ensure it is resilient to different scenarios.</p>                                                                                                                                                                                                                                                                                                                                                             |                           |                    |
| C.3.1                        | <p>Apakah perusahaan mengungkapkan bahwa dewan melakukan peninjauan setiap tahun untuk memastikan struktur modal dan utang perusahaan sesuai dengan tujuan jangka panjang perusahaan dan risiko yang dapat ditoleransi?</p> <p>Does the company disclose that the board reviews on an annual basis that the company's capital and debt structure is compatible with its strategic goals and its associated risk appetite?</p>                                                                                                                                                                                                                                                                                                                                                                            |                           |                    |
| C.4                          | <p>Kerangka tata kelola perusahaan harus mengatur hak-hak pemangku kepentingan yang ditetapkan berdasarkan undang-undang atau melalui kesepakatan bersama dan mendorong kerja sama aktif antara perusahaan dan pemangku kepentingan dalam menciptakan <i>wealth</i>, lapangan kerja, dan keberlanjutan perusahaan yang sehat secara finansial.</p> <p>The corporate governance framework should recognise the rights of stakeholders established by law or through mutual agreements and encourage active co-operation between corporations and stakeholders in creating wealth, jobs, and the sustainability of financially sound enterprises.</p>                                                                                                                                                      |                           |                    |
|                              | <p>Apakah perusahaan mengungkapkan kebijakan dan praktik yang membahas:</p> <p>Does the company disclose a policy and practices that address:</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                           |                    |
| C.4.1                        | <p>Keberadaan dan upaya perusahaan dalam mengatasi kesejahteraan pelanggan?</p> <p>The existence and scope of the company's efforts to address customers' welfare?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                           |                    |
| C.4.2                        | <p>Prosedur pemilihan pemasok/kontraktor?</p> <p>Supplier/contractor selection procedures?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                           |                    |
| C.4.3                        | <p>Upaya perusahaan untuk memastikan rantai nilainya ramah lingkungan atau konsisten sehingga dapat mendorong pembangunan berkelanjutan?</p> <p>The company's efforts to ensure that its value chain is environmentally friendly or is consistent with promoting sustainable development?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                           |                    |
| C.4.4                        | <p>Upaya perusahaan untuk berinteraksi dengan masyarakat tempat mereka beroperasi?</p> <p>The company's efforts to interact with the communities in which they operate?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                           |                    |
| C.4.5                        | <p>Program dan prosedur antikorupsi perusahaan?</p> <p>The company's anti-corruption programmes and procedures?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                           |                    |
| C.4.6                        | <p>Bagaimana hak-hak kreditur dilindungi?</p> <p>How creditors' rights are safeguarded?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                           |                    |
| C.4.7                        | <p>Apakah perusahaan mempunyai laporan/bagian terpisah yang membahas upaya dalam mengatasi masalah lingkungan/ekonomi dan sosial?</p> <p>Does the company have a separate report/section that discusses its efforts on environment/economy and social issues?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                           |                    |



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| C.5                          | <p>Apabila kepentingan pemangku kepentingan dilindungi oleh undang-undang, maka pemangku kepentingan harus mempunyai kesempatan untuk mendapatkan ganti rugi atas pelanggaran hak-hak mereka.<br/>Where stakeholder interests are protected by law, stakeholders should have the opportunity to obtain effective redress for violation of their rights.</p>                                                                                                                                                                                                                    |                           |                    |
| C.5.1                        | <p>Apakah perusahaan memberikan kontak yang dapat dihubungi melalui situs web perusahaan atau Laporan Tahunan yang dapat digunakan oleh pemangku kepentingan (misalnya pelanggan, pemasok, masyarakat umum, dll) untuk menyuarakan keprihatinan dan/atau keluhan mereka atas kemungkinan pelanggaran hak-hak mereka?<br/>Does the company provide contact details via the company's website or Annual Report which stakeholders (e.g. customers, suppliers, general public etc.) can use to voice their concerns and/or complaints for possible violation of their rights?</p> |                           |                    |
| C.6                          | <p>Metode dalam melibatkan partisipasi karyawan pada perusahaan harus terus berkembang.<br/>Mechanisms for employee participation should be permitted to develop.</p>                                                                                                                                                                                                                                                                                                                                                                                                          |                           |                    |
| C.6.1                        | <p>Apakah perusahaan secara eksplisit mengungkapkan kebijakan dan praktik mengenai kesehatan, keselamatan, dan kesejahteraan karyawannya?<br/>Does the company explicitly disclose the policies and practices on health, safety and welfare for its employees?</p>                                                                                                                                                                                                                                                                                                             |                           |                    |
| C.6.2                        | <p>Apakah perusahaan secara jelas menerangkan mengenai kebijakan dan praktik program pelatihan dan pengembangan bagi karyawannya?<br/>Does the company explicitly disclose the policies and practices on training and development programmes for its employees?</p>                                                                                                                                                                                                                                                                                                            |                           |                    |
| C.6.3                        | <p>Apakah perusahaan memiliki kebijakan untuk memberikan penghargaan/kompensasi yang memperhitungkan kinerja perusahaan di luar ukuran keuangan jangka pendek?<br/>Does the company have a reward/compensation policy that accounts for the performance of the company beyond short-term financial measures?</p>                                                                                                                                                                                                                                                               |                           |                    |
| C.7                          | <p>Pemangku kepentingan termasuk karyawan dan badan perwakilan mereka, harus dapat dengan bebas mengkomunikasikan kekhawatiran mereka tentang praktik ilegal atau tidak etis kepada dewan dan hak-hak mereka tidak boleh dikompromikan karena pengaduan ini.<br/>Stakeholders including individual employee and their representative bodies, should be able to freely communicate their concerns about illegal or unethical practices to the board and their rights should not be compromised for doing this.</p>                                                              |                           |                    |
| C.7.1                        | <p>Apakah perusahaan memiliki kebijakan <i>whistleblowing</i> yang mencakup tata cara pengaduan karyawan dan pemangku kepentingan lainnya mengenai dugaan perilaku ilegal dan tidak etis serta memberikan rincian kontak yang dapat dihubungi melalui <i>website</i> perusahaan atau laporan tahunan.<br/>Does the company have a whistle blowing policy which includes procedures for complaints by employees and other stakeholders concerning alleged illegal and unethical behaviour and provide contact details via the company's website or annual report.</p>           |                           |                    |
| C.7.2                        | <p>Apakah perusahaan mempunyai kebijakan atau prosedur untuk melindungi karyawan/orang yang mengungkap dugaan perilaku ilegal/tidak etis dari tindakan pembalasan?<br/>Does the company have a policy or procedures to protect an employee/person who reveals alleged illegal/unethical behaviour from retaliation?</p>                                                                                                                                                                                                                                                        |                           |                    |
| D                            | Pengungkapan dan Transparansi<br>Disclosure and Transparency                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                           |                    |
| D.1                          | Struktur kepemilikan yang transparan<br>Transparent ownership structure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                           |                    |





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|                              | <p>D.1.1 Apakah informasi kepemilikan saham mengungkapkan identitas pemilik yang memiliki 5% kepemilikan saham atau lebih?<br/>Does the information on shareholdings reveal the identity of beneficial owners, holding 5% shareholding or more?</p> <p>D.1.2 Apakah perusahaan mengungkapkan kepemilikan saham langsung dan tidak langsung (yang dianggap) dari pemegang saham utama dan/atau substansial?<br/>Does the company disclose the direct and indirect (deemed) shareholdings of major and/or substantial shareholders?</p> <p>D.1.3 Apakah perusahaan mengungkapkan kepemilikan saham langsung dan tidak langsung (dianggap) oleh direksi (komisaris)?<br/>Does the company disclose the direct and indirect (deemed) shareholdings of directors (commissioners)?</p> <p>D.1.4 Apakah perusahaan mengungkapkan kepemilikan saham manajemen senior secara langsung dan tidak langsung (dianggap)?<br/>Does the company disclose the direct and indirect (deemed) shareholdings of senior management?</p> <p>D.1.5 Apakah perusahaan mengungkapkan rincian perusahaan induk, anak perusahaan, perusahaan asosiasi, joint venture, dan perusahaan/kendaraan bertujuan khusus (SPE)/(SPV)?<br/>Does the company disclose details of the parent/holding company, subsidiaries, associates, joint ventures and special purpose enterprises/ vehicles (SPEs)/(SPVs)?</p>                                                                                                |                           |                    |
| D.2                          | <p>Kualitas Laporan Tahunan<br/>Quality of Annual Report</p> <p>Apakah laporan tahunan perusahaan mengungkapkan hal-hal berikut:<br/>Does the company's annual report disclose the following items:</p> <p>D.2.1 Tujuan perusahaan<br/>Corporate objective</p> <p>D.2.2 Indikator kinerja keuangan<br/>Financial performance indicators</p> <p>D.2.3 Indikator kinerja non keuangan<br/>Non-financial performance indicators</p> <p>D.2.4 Kebijakan dividen<br/>Dividend policy</p> <p>D.2.5 Data diri secara rinci (setidaknya usia, kualifikasi akademis, tanggal pengangkatan pertama, pengalaman yang relevan, dan jabatan direksi di perusahaan emiten lain) dari seluruh direksi/komisaris<br/>Biographical details (at least age, academic qualifications, date of first appointment, relevant experience, and any other directorships of listed companies) of all directors/commissioners</p> <p>Pernyataan Mengenai Konfirmasi Tata Kelola Perusahaan<br/>Corporate Governance Confirmation Statement</p> <p>D.2.6 Apakah Laporan Tahunan memuat pernyataan yang menegaskan kepatuhan penuh perusahaan terhadap kode etik tata kelola perusahaan dan jika terdapat ketidakpatuhan, kenali dan jelaskan alasan setiap permasalahan tersebut?<br/>Does the Annual Report contain a statement confirming the company's full compliance with the code of corporate governance and where there is non-compliance, identify and explain reasons for each such issue?</p> |                           |                    |
| D.3                          | <p>Remunerasi Anggota Dewan dan Pejabat Eksekutif Utama<br/>Remuneration of Members of the Board and Key Executives</p> <p>D.3.1 Apakah ada pengungkapan struktur biaya untuk non-eksekutif direksi/komisaris?<br/>Is there disclosure of the fee structure for non-executive directors/commissioners?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                           |                    |



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|                              | D.3.2 Apakah perusahaan mengungkapkan secara publik [yaitu laporan tahunan atau dokumen lain yang diungkapkan kepada publik] rincian remunerasi dari masing-masing direksi/komisaris non-eksekutif?<br>Does the company publicly disclose [i.e. annual report or other publicly disclosed documents] details of remuneration of each non-executive director/commissioner?                                                                                                           |                           |                    |
|                              | D.3.3 Apakah perusahaan mengungkapkan kebijakan/praktik remunerasi (biaya, tunjangan, tunjangan, dan imbalan lainnya) (yaitu penggunaan insentif dan ukuran kinerja jangka pendek dan jangka panjang) untuk direksi eksekutif dan CEO?<br>Does the company disclose its remuneration (biaya, allowances, benefit-in-kind and other emoluments) policy/practices (i.e. the use of short term and long term incentives and performance measures) for its executive directors and CEO? |                           |                    |
|                              | D.3.4 Apakah perusahaan mengungkapkan secara publik [yaitu laporan tahunan atau dokumen lain yang diungkapkan kepada publik] rincian remunerasi masing-masing direksi eksekutif dan CEO [jika dia bukan anggota Dewan]?<br>Does the company publicly disclose [i.e. annual report or other publicly disclosed documents] the details of remuneration of each of the executive directors and CEO [if he/she is not a member of the Board]?                                           |                           |                    |
| D.5                          | Pengungkapan transaksi pihak berelasi<br>Disclosure of related party transactions (RPT)                                                                                                                                                                                                                                                                                                                                                                                             |                           |                    |
|                              | D.4.1 Apakah perusahaan mengungkapkan kebijakannya yang mencakup peninjauan dan persetujuan transaksi pihak berelasi yang penting?<br>Does the company disclose its policy covering the review and approval of material RPTs?                                                                                                                                                                                                                                                       |                           |                    |
|                              | D.4.2 Apakah perusahaan mengungkapkan nama, hubungan, sifat dan nilai setiap transaksi pihak berelasi yang penting?<br>Does the company disclose the name, relationship, nature and value for each material RPTs?                                                                                                                                                                                                                                                                   |                           |                    |
| D.5                          | Direksi dan komisaris dalam memecahkan masalah saham perusahaan<br>Directors and commissioners dealings in shares of the company                                                                                                                                                                                                                                                                                                                                                    |                           |                    |
|                              | D.5.1 Apakah perusahaan mengungkapkan perdagangan saham perusahaan yang dilakukan oleh orang dalam?<br>Does the company disclose trading in the company's shares by insiders?                                                                                                                                                                                                                                                                                                       |                           |                    |
| D.6                          | Auditor eksternal dan Laporan Auditor<br>External auditor and Auditor Report                                                                                                                                                                                                                                                                                                                                                                                                        |                           |                    |
|                              | Apakah perusahaan audit yang sama yang digunakan untuk jasa audit dan non-audit<br>Where the same audit firm is engaged for both audit and non-audit services                                                                                                                                                                                                                                                                                                                       |                           |                    |
|                              | D.6.1 Apakah biaya audit dan non-audit diungkapkan?<br>Are the audit and non-audit fees disclosed?                                                                                                                                                                                                                                                                                                                                                                                  |                           |                    |
|                              | D.6.2 Apakah biaya non-audit melebihi biaya audit?<br>Does the non-audit fee exceed the audit fees?                                                                                                                                                                                                                                                                                                                                                                                 |                           |                    |
| D.7                          | Media komunikasi<br>Medium of communications                                                                                                                                                                                                                                                                                                                                                                                                                                        |                           |                    |
|                              | Apakah perusahaan menggunakan cara komunikasi berikut?<br>Does the company use the following modes of communication?                                                                                                                                                                                                                                                                                                                                                                |                           |                    |
|                              | D.7.1 Laporan triwulanan<br>Quarterly reporting                                                                                                                                                                                                                                                                                                                                                                                                                                     |                           |                    |
|                              | D.7.2 Situs Perusahaan<br>Company website                                                                                                                                                                                                                                                                                                                                                                                                                                           |                           |                    |
|                              | D.7.3 Pengarahan untuk para analis<br>Analyst's briefing                                                                                                                                                                                                                                                                                                                                                                                                                            |                           |                    |







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|                              | D.7.4                                                                                                                        | Pengarahannya media/konferensi pers<br>Media briefings/press conferences                                                                                                                                                                                                                                                              |                           |                    |
| D.8                          | Pengarsipan/penyelesaian laporan tahunan/keuangan dilakukan tepat waktu<br>Timely filing/release of annual/financial reports |                                                                                                                                                                                                                                                                                                                                       |                           |                    |
|                              | D.8.1                                                                                                                        | Apakah laporan/ Pernyataan keuangan tahunan yang telah diaudit diterbitkan dalam waktu 120 hari sejak akhir tahun buku?<br>Are the audited annual financial report/statement released within 120 days from the financial year end?                                                                                                    |                           |                    |
|                              | D.8.2                                                                                                                        | Apakah laporan tahunan diterbitkan dalam waktu 120 hari sejak akhir tahun keuangan?<br>Is the annual report released within 120 days from the financial year end?                                                                                                                                                                     |                           |                    |
|                              | D.8.3                                                                                                                        | Apakah laporan tahunan disusun secara benar dan wajar dan apakah telah dikukuhkan oleh direksi/komisaris dan/atau pejabat perusahaan terkait?<br>Is the true and fairness/fair representation of the annual financial statement/reports affirmed by the board of directors/commissioners and/or the relevant officers of the company? |                           |                    |
| D.9                          | Situs perusahaan<br>Company website                                                                                          |                                                                                                                                                                                                                                                                                                                                       |                           |                    |
|                              |                                                                                                                              | Apakah perusahaan memiliki situs web yang mengungkapkan informasi terkini mengenai hal-hal berikut?<br>Does the company have a website disclosing up-to-date information on the following:                                                                                                                                            |                           |                    |
|                              | D.9.1                                                                                                                        | Laporan/laporan keuangan (triwulanan terbaru)<br>Financial statements/reports (latest quarterly)                                                                                                                                                                                                                                      |                           |                    |
|                              | D.9.2                                                                                                                        | Materi diberikan dalam bentuk briefing kepada analis dan media<br>Materials provided in briefings to analysts and media                                                                                                                                                                                                               |                           |                    |
|                              | D.9.3                                                                                                                        | Laporan tahunan dapat diunduh<br>Downloadable annual report                                                                                                                                                                                                                                                                           |                           |                    |
|                              | D.9.4                                                                                                                        | Pemanggilan RUPS dan/atau RUPSLB<br>Notice of AGM and/or EGM                                                                                                                                                                                                                                                                          |                           |                    |
|                              | D.9.5                                                                                                                        | Risalah RUPS dan/atau RUPSLB<br>Minutes of AGM and/or EGM                                                                                                                                                                                                                                                                             |                           |                    |
|                              | D.9.6                                                                                                                        | Anggaran dasar perusahaan (anggaran rumah tangga perusahaan, nota kesepahaman dan anggaran dasar)<br>Company's constitution (company's by-laws, memorandum and articles of association)                                                                                                                                               |                           |                    |
| D.10                         | Hubungan Investor<br>Investor relations                                                                                      |                                                                                                                                                                                                                                                                                                                                       |                           |                    |
|                              | D.10.1                                                                                                                       | Apakah perusahaan memberikan rincian kontak yang dapat dihubungi (misalnya telepon, faksimile, dan e-mail) dari pejabat/kantor yang bertanggung jawab atas hubungan investor?<br>Does the company disclose the contact details (e.g. telephone, fax, and e-mail) of the officer/office responsible for investor relations?            |                           |                    |
| E                            | Tanggung Jawab Dewan<br>Responsibilities of the Board                                                                        |                                                                                                                                                                                                                                                                                                                                       |                           |                    |
|                              | E.1 Tugas dan Tanggung Jawab Dewan<br>Board Duties and Responsibilities                                                      |                                                                                                                                                                                                                                                                                                                                       |                           |                    |
|                              |                                                                                                                              | Tanggung jawab dewan dan kebijakan tata kelola perusahaan yang jelas<br>Clearly defined board responsibilities and corporate governance policy                                                                                                                                                                                        |                           |                    |

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| E.1                          | E.1.1 Apakah perusahaan mengungkapkan kebijakan tata kelola perusahaan/piagam dewan?<br>Does the company disclose its corporate governance policy/board charter?                                                                                                                                                                            |                           |                    |
|                              | E.1.2 Apakah jenis keputusan yang memerlukan persetujuan Direksi/Komisaris diungkapkan?<br>Are the types of decisions requiring the Board of Directors/Commissioners' approval disclosed?                                                                                                                                                   |                           |                    |
|                              | E.1.3 Apakah peran dan tanggung jawab Direksi/Komisaris dinyatakan dengan jelas?<br>Are the roles and responsibilities of the Board of Directors/Commissioners clearly stated?                                                                                                                                                              |                           |                    |
|                              | Visi/Misi Perusahaan<br>Corporate Vision/Mission                                                                                                                                                                                                                                                                                            |                           |                    |
|                              | E.1.4 Apakah perusahaan memiliki visi dan misi yang diperbarui?<br>Does the company have an updated vision and mission statement?                                                                                                                                                                                                           |                           |                    |
|                              | E.1.5 Apakah dewan direksi memainkan peran utama dalam proses pengembangan dan peninjauan strategi perusahaan setidaknya setiap tahun?<br>Does the board of directors play a leading role in the process of developing and reviewing the company's strategy at least annually?                                                              |                           |                    |
| E.2                          | E.1.6 Apakah Direksi memiliki proses untuk meninjau, memantau dan mengawasi penerapan strategi perusahaan?<br>Does the board of Directors have a process to review, monitor and oversee the implementation of the corporate strategy?                                                                                                       |                           |                    |
|                              | Struktur anggota dewan<br>Board structure                                                                                                                                                                                                                                                                                                   |                           |                    |
|                              | Pedoman Etika atau Perilaku Perusahaan<br>Code of Ethics or Conduct                                                                                                                                                                                                                                                                         |                           |                    |
|                              | E.2.1 Apakah rincian pedoman etika atau perilaku perusahaan diungkapkan?<br>Are the details of the code of ethics or conduct disclosed?                                                                                                                                                                                                     |                           |                    |
|                              | E.2.2 Apakah seluruh Direksi/Komisaris, manajemen senior, dan karyawan diharuskan mematuhi pedoman etika ini?<br>Are all Directors/Commissioners, senior management and employees required to comply with the code/s?                                                                                                                       |                           |                    |
|                              | E.2.3 Apakah perusahaan memiliki proses untuk menerapkan dan memantau kepatuhan terhadap pedoman etika atau perilaku perusahaan?<br>Does the company have a process to implement and monitor compliance with the code/s of ethics or conduct?                                                                                               |                           |                    |
|                              | Struktur dan Komposisi Dewan<br>Board Structure & Composition                                                                                                                                                                                                                                                                               |                           |                    |
|                              | E.2.4 Apakah jumlah Direksi/Komisaris Independen minimal 50% dari Direksi/Komisaris?<br>Do Independent Directors/Commissioners make up at least 50% of the Board of Directors/Commissioners?                                                                                                                                                |                           |                    |
| E.2.5                        | Apakah perusahaan mempunyai batasan masa jabatan sembilan tahun atau kurang atau 2 masa jabatan masing-masing lima tahun <sup>1)</sup> untuk Direktur Independen/Komisaris Independen?<br>Does the company have a term limit of nine years or less or 2 terms of five years <sup>1)</sup> each for its Independent Directors/Commissioners? |                           |                    |
|                              | <sup>1)</sup> Jangka waktu lima tahun harus diwajibkan oleh peraturan perundang-undangan yang sudah ada sebelum diperkenalkannya ASEAN Corporate Governance Scorecard pada tahun 2011.<br>The five years term must be required by legislation which pre-existed the introduction of the ASEAN Corporate Governance Scorecard in 2011        |                           |                    |





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| E.2.6                        | Apakah perusahaan telah menetapkan batas lima kursi dewan yang diperuntukkan bagi seorang Direksi/ Komisaris Independen/non-eksekutif dapat menjabat secara bersamaan?<br>Has the company set a limit of five board seats that an individual independent/non-executive Director/ Commissioner may hold simultaneously? |                           |                    |
| E.2.7                        | Apakah perusahaan mempunyai Direksi Eksekutif yang menjabat pada lebih dari dua dewan perusahaan emiten di luar grup?<br>Does the company have any Executive Directors who serve on more than two boards of listed companies outside of the group?                                                                     |                           |                    |
|                              | Komite Nominasi<br>Nominating Committee                                                                                                                                                                                                                                                                                |                           |                    |
| E.2.8                        | Apakah perusahaan mempunyai Komite Nominasi?<br>Does the company have a Nominating Committee?                                                                                                                                                                                                                          |                           |                    |
| E.2.9                        | Apakah Komite Nominasi terdiri dari mayoritas Direksi/ Komisaris Independen?<br>Is the Nominating Committee comprised of a majority of independent Directors/Commissioners?                                                                                                                                            |                           |                    |
| E.2.10                       | Apakah ketua Panitia Pencalonan adalah seorang Direksi/Komisaris Independen?<br>Is the chairman of the Nominating Committee an Independent Director/Commissioner?                                                                                                                                                      |                           |                    |
| E.2.11                       | Apakah perusahaan mengungkapkan kerangka acuan/ struktur tata kelola/piagam Komite Nominasi?<br>Does the company disclose the terms of reference/ governance structure/charter of the Nominating Committee?                                                                                                            |                           |                    |
| E.2.12                       | Apakah kehadiran rapat Komite Nominasi diungkapkan dan jika demikian, apakah Komite Nominasi mengadakan pertemuan setidaknya dua kali dalam setahun?<br>Is the meeting attendance of the Nominating Committee disclosed and if so, did the Nominating Committee meet at least twice during the year?                   |                           |                    |
|                              | Komite Remunerasi/Komite Kompensasi<br>Remuneration Committee/Compensation Committee                                                                                                                                                                                                                                   |                           |                    |
| E.2.13                       | Apakah Perusahaan mempunyai Komite Remunerasi?<br>Does the company have a Remuneration Committee?                                                                                                                                                                                                                      |                           |                    |
| E.2.14                       | Apakah Komite Remunerasi seluruhnya terdiri dari direksi/komisaris non-eksekutif yang mayoritasnya adalah Direksi/Komisaris Independen?<br>Is the Remuneration Committee comprised entirely of non-executive Directors/Commissioners with a majority of Independent Directors/Commissioners ?                          |                           |                    |
| E.2.15                       | Apakah ketua Komite Remunerasi merupakan Direksi/ Komisaris Independen?<br>Is the chairman of the Remuneration Committee an Independent Director/Commissioner?                                                                                                                                                         |                           |                    |
| E.2.16                       | Apakah perusahaan mengungkapkan kerangka acuan/ struktur tata kelola/piagam Komite Remunerasi?<br>Does the company disclose the terms of reference/ governance structure/ charter of the Remuneration Committee?                                                                                                       |                           |                    |
| E.2.17                       | Apakah kehadiran rapat Komite Remunerasi diungkapkan dan, jika demikian, apakah Komite Remunerasi mengadakan pertemuan setidaknya dua kali dalam setahun?<br>Is the meeting attendance of the Remuneration Committee disclosed and, if so, did the Remuneration Committee meet at least twice during the year?         |                           |                    |
|                              | Komite Audit<br>Audit Committee                                                                                                                                                                                                                                                                                        |                           |                    |
| E.2.18                       | Apakah Perusahaan mempunyai Komite Audit?<br>Does the company have an Audit Committee?                                                                                                                                                                                                                                 |                           |                    |



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|                              | E.2.19                          | Apakah Komite Audit seluruhnya terdiri dari Direksi/Komisaris non-eksekutif yang mayoritasnya adalah Direksi/Komisaris Independen?<br>Is the Audit Committee comprised entirely of Non-executive Directors/Commissioners with a majority of Independent Directors/Commissioners?                        |                           |                    |
|                              | E.2.20                          | Apakah ketua Komite Audit merupakan Direksi/Komisaris Independen?<br>Is the chairman of the Audit Committee an Independent Director/Commissioner?                                                                                                                                                       |                           |                    |
|                              | E.2.21                          | Apakah Perusahaan mengungkapkan kerangka acuan/struktur tata kelola/piagam Komite Audit?<br>Does the company disclose the terms of reference/governance structure/charter of the Audit Committee?                                                                                                       |                           |                    |
|                              | E.2.22                          | Apakah setidaknya salah satu Direksi/Komisaris Independen komite mempunyai keahlian akuntansi (kualifikasi atau pengalaman akuntansi)?<br>Does at least one of the Independent Directors/Commissioners of the committee have accounting expertise (accounting qualification or experience)?             |                           |                    |
|                              | E.2.23                          | Apakah kehadiran rapat Komite Audit diungkapkan dan, jika demikian, apakah Komite Audit mengadakan pertemuan setidaknya empat kali dalam setahun?<br>Is the meeting attendance of the Audit Committee disclosed and, if so, did the Audit Committee meet at least four times during the year?           |                           |                    |
|                              | E.2.24                          | Apakah Komite Audit mempunyai tanggung jawab utama untuk memberikan rekomendasi mengenai pengangkatan dan pemberhentian auditor eksternal?<br>Does the Audit Committee have primary responsibility for recommendation on the appointment, and removal of the external auditor?                          |                           |                    |
| E.3                          | Proses Dewan<br>Board Processes |                                                                                                                                                                                                                                                                                                         |                           |                    |
|                              |                                 | Rapat dan kehadiran Dewan<br>Board meetings and attendance                                                                                                                                                                                                                                              |                           |                    |
|                              | E.3.1                           | Apakah rapat Direksi dijadwalkan sebelum tahun buku dimulai?<br>Are the Board of Directors meeting scheduled before the start of financial year?                                                                                                                                                        |                           |                    |
|                              | E.3.2                           | Apakah Direksi/Dewan Komisaris menyelenggarakan rapat setidaknya enam kali selama setahun?<br>Does the Board of Directors/Commissioners meet at least six times during the year?                                                                                                                        |                           |                    |
|                              | E.3.3                           | Apakah setiap Direktur/Komisaris telah menghadiri setidaknya 75% dari semua rapat dewan yang diadakan sepanjang tahun?<br>Has each of the Directors/Commissioners attended at least 75% of all the board meetings held during the year?                                                                 |                           |                    |
|                              | E.3.4                           | Apakah perusahaan membutuhkan <i>quorum</i> minimal sebanyak 2/3 dari keputusan dewan?<br>Does the company require a minimum quorum of at least 2/3 for board decisions?                                                                                                                                |                           |                    |
|                              | E.3.5                           | Apakah Direktur/Komisaris noneksekutif Perusahaan menyelenggarakan pertemuan terpisah setidaknya sekali selama setahun tanpa kehadiran anggota eksekutif?<br>Did the non-executive directors/commissioners of the company meet separately at least once during the year without any executives present? |                           |                    |
|                              |                                 | Akses informasi<br>Access to information                                                                                                                                                                                                                                                                |                           |                    |
|                              | E.3.6                           | Apakah kertas kerja untuk rapat Direksi/Dewan Komisaris diberikan kepada Dewan Komisaris setidaknya lima hari kerja sebelum rapat Dewan Komisaris?<br>Are board papers for Board of Directors/Commissioners meetings provided to the board at least five business days in advance of the board meeting? |                           |                    |





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| E.3.7                        | Apakah Sekretaris Perusahaan berperan penting dalam mendukung Dewan dalam melaksanakan tanggung jawabnya?<br>Does the Corporate Secretary play a significant role in supporting the Board in discharging its responsibilities?                                                                                                                                                                                                                                                                            |                           |                    |
| E.3.8                        | Apakah Sekretaris Perusahaan mendapatkan pelatihan di bidang hukum, akuntansi, atau praktik sekretariat perusahaan dan mengikuti perkembangan yang relevan?<br>Is the Corporate Secretary trained in legal, accountancy or company secretarial practices and has kept abreast on relevant developments?                                                                                                                                                                                                   |                           |                    |
|                              | Pengangkatan dan Pemilihan Ulang Dewan<br>Board Appointments and Re-Election                                                                                                                                                                                                                                                                                                                                                                                                                              |                           |                    |
| E.3.9                        | Apakah Perusahaan mengungkapkan kriteria yang digunakan dalam memilih Direktur/Komisaris?<br>Does the Company disclose the criteria used in selecting new Directors/Commissioners?                                                                                                                                                                                                                                                                                                                        |                           |                    |
| E.3.10                       | Apakah Perusahaan menjelaskan proses yang diikuti dalam menunjuk Direktur/Komisaris baru?<br>Did the Company describe the process followed in appointing new Directors/Commissioners?                                                                                                                                                                                                                                                                                                                     |                           |                    |
| E.3.11                       | Apakah semua Direktur/Komisaris dapat kembali dipilih setiap 3 tahun; atau 5 tahun di perusahaan terbuka di beberapa negara yang undang-undangnya menetapkan masa jabatan 5 tahun <sup>2)</sup> masing-masing?<br>Are all directors/commissioners subject to re-election every 3 years; or 5 years for listed companies in countries whose legislation prescribes a term of 5 years <sup>2)</sup> each?                                                                                                   |                           |                    |
|                              | <sup>2)</sup> Jangka waktu lima tahun harus disyaratkan oleh peraturan perundang-undangan yang sudah ada sebelum pengenalan ASEAN Corporate Governance Scorecard pada tahun 2011.<br>The five years term must be required by legislation which pre-existed the introduction of the ASEAN Corporate Governance Scorecard in 2011.                                                                                                                                                                          |                           |                    |
|                              | Hal-hal terkait Remunerasi<br>Remuneration Matters                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                           |                    |
| E.3.12                       | Apakah pemegang saham atau Direksi menyetujui remunerasi direktur eksekutif dan/atau pejabat eksekutif senior?<br>Do the shareholders or the Board of Directors approve the remuneration of the executive directors and/or the senior executives?                                                                                                                                                                                                                                                         |                           |                    |
| E.3.13                       | Apakah perusahaan memiliki standar yang terukur untuk menyelaraskan remunerasi berbasis kinerja untuk direktur eksekutif dan pejabat eksekutif senior dengan kepentingan jangka panjang perusahaan, seperti ketentuan <i>claw back</i> dan bonus yang ditangguhkan?<br>Does the company have measurable standards to align the performance-based remuneration of the executive directors and senior executives with long-term interests of the company, such as claw back provision and deferred bonuses? |                           |                    |
|                              | Audit Internal<br>Internal Audit                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                           |                    |
| E.3.14                       | Apakah perusahaan memiliki fungsi audit internal terpisah?<br>Does the company have a separate internal audit function?                                                                                                                                                                                                                                                                                                                                                                                   |                           |                    |
| E.3.15                       | Apakah kepala audit internal diidentifikasi atau, jika dialihdayakan, apakah nama perusahaan eksternal diungkapkan?<br>Is the head of internal audit identified or, if outsourced, is the name of the external firm disclosed?                                                                                                                                                                                                                                                                            |                           |                    |
| E.3.16                       | Apakah pengangkatan dan pemberhentian auditor internal membutuhkan persetujuan Komite Audit?<br>Does the appointment and removal of the internal auditor require the approval of the Audit Committee?                                                                                                                                                                                                                                                                                                     |                           |                    |





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|                              |                                      | Pemantauan Risiko<br>Risk Oversight                                                                                                                                                                                                                                                                                                                                                                                                                                           |                           |                    |
|                              | E.3.17                               | Apakah perusahaan mengembangkan prosedur pengendalian internal yang baik/kerangka manajemen risiko, serta meninjau efektivitas kerangka tersebut secara berkala?<br>Does the company establish a sound internal control procedures/risk management framework and periodically review the effectiveness of that framework?                                                                                                                                                     |                           |                    |
|                              | E.3.18                               | Apakah Laporan Tahunan/Laporan CG Tahunan mengungkapkan bahwa Direksi/Dewan Komisaris telah meninjau pemantauan material perusahaan (termasuk pengendalian operasional, finansial dan kepatuhan) dan sistem manajemen risiko?<br>Does the Annual Report/Annual CG Report disclose that the board of directors/commissioners has conducted a review of the company's material controls (including operational, financial and compliance controls) and risk management systems? |                           |                    |
|                              | E.3.19                               | Apakah perusahaan mengungkapkan risiko kunci yang dialami perusahaan (seperti risiko finansial, operasional termasuk TI, lingkungan, sosial, dan ekonomi)?<br>Does the company disclose the key risks to which the company is materially exposed to (i.e. financial, operational including IT, environmental, social, economic)?                                                                                                                                              |                           |                    |
|                              | E.3.20                               | Apakah Laporan Tahunan/Laporan CG Tahunan memuat pernyataan dari Direksi/Dewan Komisaris atau Komite Audit yang mengomentari kelayakan pengendalian internal/sistem manajemen risiko perusahaan?<br>Does the Annual Report/Annual CG Report contain a statement from the board of directors/commissioners or Audit Committee commenting on the adequacy of the company's internal controls/risk management systems?                                                           |                           |                    |
| E.4                          | Anggota Dewan<br>People on the Board |                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                           |                    |
|                              |                                      | Ketua Dewan<br>Board Chairman                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                           |                    |
|                              | E.4.1                                | Apakah posisi ketua dan CEO diduduki oleh individu yang berbeda?<br>Do different persons assume the roles of chairman and CEO?                                                                                                                                                                                                                                                                                                                                                |                           |                    |
|                              | E.4.2                                | Apakah ketua dewan merupakan Direktur/Komisaris Independen?<br>Is the chairman an Independent Director/Commissioner?                                                                                                                                                                                                                                                                                                                                                          |                           |                    |
|                              | E.4.3                                | Apakah ada Direktur yang merupakan mantan CEO Perusahaan dalam kurun 2 tahun terakhir?<br>Is any of the Directors a former CEO of the Company in the past 2 years?                                                                                                                                                                                                                                                                                                            |                           |                    |
|                              | E.4.4                                | Apakah peran dan tanggung jawab ketua diungkapkan?<br>Are the roles and responsibilities of the chairman disclosed?                                                                                                                                                                                                                                                                                                                                                           |                           |                    |
|                              |                                      | Direktur Independen Utama<br>Lead Independent Director                                                                                                                                                                                                                                                                                                                                                                                                                        |                           |                    |
|                              | E.4.5                                | Apabila Ketua bukan pihak independen, apakah Dewan menunjuk Direktur Independen Senior/Utama, dan menjelaskan perannya?<br>If the Chairman is not independent, has the Board appointed a Lead/Senior Independent Director and has his/her role been defined?                                                                                                                                                                                                                  |                           |                    |
|                              |                                      | Keterampilan dan Kompetensi<br>Skills and Competencies                                                                                                                                                                                                                                                                                                                                                                                                                        |                           |                    |
|                              | E.4.6                                | Apakah setidaknya satu Direktur/Komisaris non-eksekutif memiliki pengalaman kerja di bidang yang perusahaan jalankan?<br>Does at least one non-executive Director/Commissioner have prior working experience in the major sector that the company is operating in?                                                                                                                                                                                                            |                           |                    |
| E.5                          | Kinerja Dewan<br>Board Performance   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                           |                    |





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|                              |                                                                                                                                                                                                                                                                                                                                                                                                         | Pengembangan Direktur<br>Directors Development                                                                                                                                                                                                                                                                                                              |                           |                    |
|                              | E.5.1                                                                                                                                                                                                                                                                                                                                                                                                   | Apakah Perusahaan memiliki program orientasi untuk Direktur/Komisaris baru?<br>Does the Company have orientation programmes for new Directors/Commissioners?                                                                                                                                                                                                |                           |                    |
|                              | E.5.2                                                                                                                                                                                                                                                                                                                                                                                                   | Apakah Perusahaan memiliki kebijakan, praktik, serta program yang dapat mendorong Direktur/Komisaris untuk mengikuti program pendidikan profesional yang sedang berlangsung?<br>Does the company have a policy and actual practice and programs that encourages Directors/Commissioners to attend on-going or continuous professional education programmes? |                           |                    |
|                              |                                                                                                                                                                                                                                                                                                                                                                                                         | Penunjukan dan Kinerja CEO/Manajemen Eksekutif<br>CEO/Executive Management Appointments and Performance                                                                                                                                                                                                                                                     |                           |                    |
|                              | E.5.3                                                                                                                                                                                                                                                                                                                                                                                                   | Apakah perusahaan mengungkapkan proses perencanaan Direksi/Dewan Komisaris untuk menunjuk CEO/Presiden Direktur/Direktur Utama dan manajemen penting lainnya?<br>Does the company disclose the process on how the Board of Directors/Commissioners plans for the succession of the CEO/Managing Director/President and key management?                      |                           |                    |
|                              | E.5.4                                                                                                                                                                                                                                                                                                                                                                                                   | Apakah Direksi/Dewan Komisaris menggelar penilaian kinerja tahunan CEO/Presiden Direktur/Direktur Utama?<br>Does the Board of Directors/Commissioners conduct an annual performance assessment of the CEO/Managing Director/President?                                                                                                                      |                           |                    |
|                              |                                                                                                                                                                                                                                                                                                                                                                                                         | Penilaian Dewan<br>Board Appraisal                                                                                                                                                                                                                                                                                                                          |                           |                    |
|                              | E.5.5                                                                                                                                                                                                                                                                                                                                                                                                   | Apakah Perusahaan melakukan penilaian kinerja tahunan Direksi/Dewan Komisaris dan mengungkapkan kriteria dan proses penilaian?<br>Did the Company conduct an annual performance assessment of the Board of Directors/Commissioners and disclose the criteria and process followed for the assessment?                                                       |                           |                    |
|                              |                                                                                                                                                                                                                                                                                                                                                                                                         | Penilaian Direksi<br>Director Appraisal                                                                                                                                                                                                                                                                                                                     |                           |                    |
|                              | E.5.6                                                                                                                                                                                                                                                                                                                                                                                                   | Apakah perusahaan melakukan penilaian kinerja tahunan Direksi/Dewan Komisaris dan mengungkapkan kriteria dan proses penilaian?<br>Did the company conduct an annual performance assessment of the individual Directors/Commissioners and disclose the criteria and process followed for the assessment?                                                     |                           |                    |
|                              |                                                                                                                                                                                                                                                                                                                                                                                                         | Penilaian Komite<br>Committee Appraisal                                                                                                                                                                                                                                                                                                                     |                           |                    |
|                              | E.5.7                                                                                                                                                                                                                                                                                                                                                                                                   | Apakah Perusahaan melakukan penilaian kinerja tahunan Direksi/Dewan Komisaris dan mengungkapkan kriteria dan proses penilaian?<br>Did the Company conduct an annual performance assessment of the Board of Committees and disclose the criteria and process followed for the assessment?                                                                    |                           |                    |
| <b>Level 2</b>               |                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                             |                           |                    |
| (B)A                         | Hak pemegang saham<br>Rights of Shareholders                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                             |                           |                    |
| (B)A.1                       | Hak berpartisipasi secara efektif dan memilih dalam rapat umum pemegang saham dan hak mendapatkan informasi mengenai peraturan, termasuk prosedur pemungutan suara yang mengatur rapat umum pemegang saham.<br>Right to participate effectively in and vote in general shareholders meeting and should be informed of the rules, including voting procedures, that govern general shareholders meeting. |                                                                                                                                                                                                                                                                                                                                                             |                           |                    |
| (B)A.1.1                     | Apakah perusahaan mempraktikkan pemungutan suara elektronik yang aman dan langsung dan <i>in absentia</i> pada rapat umum pemegang saham?<br>Does the company practice real time secure electronic voting in absentia at general meetings of shareholders?                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                             |                           |                    |



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| (B)B                         |  | Perlakuan yang Setara terhadap Pemegang Saham<br>Equitable Treatment of Shareholders                                                                                                                                                                                                                                                                                            |                           |                    |
| (B)B.1                       |  | Pemberitahuan RUPS<br>Notice of AGM                                                                                                                                                                                                                                                                                                                                             |                           |                    |
| (B)B.1.1                     |  | Apakah perusahaan merilis pengumuman RUPS (dengan rincian agenda dan penjelasan sirkuler), sebagaimana yang disampaikan kepada Bursa, sekurang-kurangnya 28 hari sebelum rapat diselenggarakan?<br>Does the company release its notice of AGM (with detailed agendas and explanatory circulars), as announced to the Exchange, at least 28 days before the date of the meeting? |                           |                    |
| (B)C                         |  | Keberlanjutan dan Ketahanan<br>Sustainability and Resilience                                                                                                                                                                                                                                                                                                                    |                           |                    |
| (B)C.1                       |  |                                                                                                                                                                                                                                                                                                                                                                                 |                           |                    |
| (B)C.1.1                     |  | Apakah perusahaan mengungkapkan cara yang dilakukan untuk mengelola risiko dan peluang yang berhubungan dengan iklim?<br>Does the company disclose how it manages climate-related risks and opportunities?                                                                                                                                                                      |                           |                    |
| (B)C.1.2                     |  | Apakah perusahaan mengungkapkan bahwa Laporan Keberlanjutan/Pelaporan Keberlanjutan telah diverifikasi secara eksternal?<br>Does the company disclose that its Sustainability Report/ Sustainability Reporting is externally assured?                                                                                                                                           |                           |                    |
| (B)C.1.3                     |  | Apakah perusahaan mengungkapkan saluran komunikasi dengan kelompok pemegang saham dan bagaimana perusahaan menanggapi perhatian pemegang saham terhadap ESG?<br>Does the company disclose the engagement channel with stakeholder groups and how the company responds to stakeholders' ESG concerns?                                                                            |                           |                    |
| (B)C.1.4                     |  | Apakah perusahaan memiliki unit/divisi/komite yang secara khusus bertanggung jawab untuk mengelola masalah keberlanjutan?<br>Does the company have a unit/division/committee who is specifically responsible to manage the sustainability matters?                                                                                                                              |                           |                    |
| (B)C.1.5                     |  | Apakah perusahaan mengungkapkan pandangan Direksi/Dewan Komisaris terhadap risiko dan peluang yang berkaitan dengan keberlanjutan?<br>Does the company disclose Board of Directors/ Commissioners' oversight of sustainability-related risks and opportunities?                                                                                                                 |                           |                    |
| (B)C.1.6                     |  | Apakah perusahaan mengungkapkan hubungan antara remunerasi direktur eksekutif dan manajemen senior dan kinerja keberlanjutan pada tahun sebelumnya?<br>Does the company disclose the linkage between executive directors and senior management remuneration and sustainability performance for the previous year?                                                               |                           |                    |
| (B)C.1.7                     |  | Apakah Sistem Pelaporan Pelanggaran perusahaan dikelola oleh pihak/lembaga independen?<br>Is the company's Whistleblowing System managed by independent parties/institutions?                                                                                                                                                                                                   |                           |                    |
| (B)D                         |  | Pengungkapan dan transparansi<br>Disclosure and transparency                                                                                                                                                                                                                                                                                                                    |                           |                    |
| (B)D.1                       |  | Kualitas Laporan Tahunan<br>Quality of Annual Report                                                                                                                                                                                                                                                                                                                            |                           |                    |
| (B)D.1.1                     |  | Apakah laporan keuangan tahunan yang telah diaudit dirilis dalam waktu 60 hari sejak akhir tahun keuangan?<br>Are the audited annual financial report/statement released within 60 days from the financial year end?                                                                                                                                                            |                           |                    |
| (B)E                         |  | Tanggung Jawab Dewan<br>Responsibilities of the Board                                                                                                                                                                                                                                                                                                                           |                           |                    |
| (B)E.1                       |  | Kompetensi dan Keberagaman Dewan<br>Board Competencies and Diversity                                                                                                                                                                                                                                                                                                            |                           |                    |





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| (B)E.1.1                     | Apakah perusahaan memiliki setidaknya satu direktur/komisaris independen perempuan?<br>Does the company have at least one female independent director/commissioner?                                                                                                                                                                                                                                                                                                                                                                                                                     |                           |                    |
| (B)E.1.2                     | Apakah perusahaan memiliki kebijakan dan mengungkapkan tujuan yang terukur untuk menerapkan keragaman anggota Dewan dan melaporkan kemajuan dalam mencapai tujuannya?<br>Does the company have a policy and disclose measurable objectives for implementing its board diversity and report on progress in achieving its objectives?                                                                                                                                                                                                                                                     |                           |                    |
| (B)E.2                       | Struktur Dewan<br>Board Structure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                           |                    |
| (B)E.2.1                     | Apakah Komite Nominasi seluruhnya terdiri atas Direktur/Komisaris Independen?<br>Is the Nominating Committee comprise entirely of Independent Directors/Commissioners?                                                                                                                                                                                                                                                                                                                                                                                                                  |                           |                    |
| (B)E.2.2                     | Apakah Komite Nominasi menjalani proses identifikasi kualifikasi Direktur yang sejalan dengan tujuan strategis perusahaan?<br>Does the Nominating Committee undertake the process of identifying the quality of Directors aligned with the company's strategic directions?                                                                                                                                                                                                                                                                                                              |                           |                    |
| (B)E.3                       | Pengangkatan dan Pemilihan Kembali Dewan<br>Board Appointments and Re-Election                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                           |                    |
| (B)E.3.1                     | Apakah perusahaan menggunakan perusahaan perekrutan profesional atau sumber kandidat eksternal lainnya (seperti basis data direktur yang dibuat oleh direktur atau badan pemegang saham) ketika mencari kandidat untuk Direksi/Komisaris?<br>Does the company use professional search firms or other external sources of candidates (such as director databases set up by director or shareholder bodies) when searching for candidates to the Board of Directors/Commissioners?                                                                                                        |                           |                    |
| (B)E.4                       | Struktur dan Komposisi Dewan<br>Board Structure & Composition                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                           |                    |
| (B)E.4.1                     | Apakah Direktur/Komisaris Non-eksekutif Independen terdiri dari lebih dari 50% anggota Direksi/Komisaris di Perusahaan yang memiliki Komisaris Utama Independen?<br>Do Independent Non-executive Directors/Commissioners make up more than 50% of the Board of Directors/Commissioners for the Company with Independent Chairman?                                                                                                                                                                                                                                                       |                           |                    |
| (B)E.5                       | Pemantauan Risiko<br>Risk Oversight                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                           |                    |
| (B)E.5.1                     | Apakah perusahaan mengungkapkan bahwa Dewan telah mengidentifikasi risiko-risiko utama terkait teknologi informasi termasuk gangguan, keamanan siber, dan pemulihan bencana, untuk memastikan bahwa risiko-risiko tersebut dikelola dan diintegrasikan ke dalam kerangka kerja manajemen risiko secara keseluruhan?<br>Does the company disclose that its Board identified key risk in relation to information technology including disruption, cyber security, and disaster recovery, to ensure that such risks are managed and integrated into the overall risk management framework? |                           |                    |
| (B)E.6                       | Kinerja Dewan<br>Board Performance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                           |                    |
| (B)E.6.1                     | Apakah perusahaan memiliki Komite Risiko dengan level yang setara dengan Dewan?<br>Does the company have a separate board level Risk Committee?                                                                                                                                                                                                                                                                                                                                                                                                                                         |                           |                    |



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|----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|--------------------|
| <b>Level 2 Penalti   Penalty</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                           |                    |
| (P)A                             | Hak pemegang saham<br>Rights of shareholders                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                           |                    |
| (P)A.1                           | Hak dasar pemegang saham<br>Basic shareholder rights                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                           |                    |
| (P)A.1.1                         | Apakah perusahaan gagal atau mengabaikan upaya memberikan perlakuan yang setara kepada seluruh pemegang saham dalam hal pembayaran saham?<br>Did the company fail or neglect to offer equal treatment for share repurchases to all shareholders?                                                                                                                                                                                                                                                                                                    |                           |                    |
| (P)A.2                           | Para pemegang saham, termasuk pemegang saham institusional, berhak untuk berkonsultasi satu sama lain mengenai masalah-masalah yang berkaitan dengan hak-hak dasar pemegang saham mereka sebagaimana didefinisikan dalam Prinsip-Prinsip, dengan tunduk pada pengecualian-pengecualian untuk mencegah penyalahgunaan.<br>Shareholders, including institutional shareholders, should be allowed to consult with each other on issues concerning their basic shareholder rights as defined in the Principles, subject to exceptions to prevent abuse. |                           |                    |
| (P)A.2.1                         | Apakah ada bukti hambatan yang menghalangi pemegang saham untuk berkomunikasi atau berkonsultasi dengan pemegang saham lainnya?<br>Is there evidence of barriers that prevent shareholders from communicating or consulting with other shareholders?                                                                                                                                                                                                                                                                                                |                           |                    |
| (PA)A.3                          | Hak berpartisipasi secara efektif dan memilih dalam rapat umum pemegang saham dan hak mendapatkan informasi mengenai peraturan, termasuk prosedur pemungutan suara yang mengatur rapat umum pemegang saham.<br>Right to participate effectively in and vote in general shareholders meeting and should be informed of the rules, including voting procedures, that govern general shareholders meeting.                                                                                                                                             |                           |                    |
| (P)A.3.1                         | Apakah perusahaan mencantumkan materi agenda tambahan atau agenda yang tidak diumumkan ke dalam pemberitahuan RUPS/RUPSLB?<br>Did the company include any additional and unannounced agenda item into the notice of AGM/EGM?                                                                                                                                                                                                                                                                                                                        |                           |                    |
| (P)A.3.2                         | Apakah Ketua Dewan dan Ketua seluruh Komite Dewan serta CEO tidak hadir di hampir seluruh Rapat Umum?<br>Was the Chairman of the Board and the Chairmen of all Board Committees and the CEO absent from the most recent General Meeting?                                                                                                                                                                                                                                                                                                            |                           |                    |
| (P)A.4                           | Struktur dan pengaturan modal yang membuat pemegang saham tertentu mendapatkan tingkat kontrol yang tidak proporsional dengan kepemilikan ekuitas mereka harus diungkapkan.<br>Capital structures and arrangements that enable certain shareholders to obtain a degree of control disproportionate to their equity ownership should be disclosed.                                                                                                                                                                                                   |                           |                    |
|                                  | Apakah perusahaan tidak mampu mengungkapkan keberadaan?<br>Did the company fail to disclose the existence of:                                                                                                                                                                                                                                                                                                                                                                                                                                       |                           |                    |
| (P)A.4.1                         | Persetujuan pemegang saham?<br>Shareholders agreement?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                           |                    |
| (P)A.4.2                         | Batas maksimal pemungutan suara?<br>Voting cap?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                           |                    |
| (P)A.4.3                         | Hak suara ganda?<br>Multiple voting rights?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                           |                    |
| (P)A.5                           | Struktur dan pengaturan modal yang membuat pemegang saham tertentu mendapatkan tingkat kontrol yang tidak proporsional dengan kepemilikan ekuitas mereka harus diungkapkan.<br>Capital structures and arrangements that enable certain shareholders to obtain a degree of control disproportionate to their equity ownership should be disclosed.                                                                                                                                                                                                   |                           |                    |
| (P)A.5.1                         | Apakah piramida struktur kepemilikan dan/atau struktur kepemilikan silang terlihat?<br>Is a pyramid ownership structure and/ or cross holding structure apparent?                                                                                                                                                                                                                                                                                                                                                                                   |                           |                    |







| Nomor Indeks<br>Index Number | Parameter                                                                                                                                                                                                                                                                                                                                                                                      | Penyajian<br>Presentation | Keterangan<br>Note |
|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|--------------------|
| (P)B                         | Perlakuan yang setara terhadap pemegang saham<br>Equitable treatment of shareholders                                                                                                                                                                                                                                                                                                           |                           |                    |
| (P)B.1                       | Perdagangan orang dalam dan penyalahgunaan perdagangan pribadi dilarang.<br>Insider trading and abusive self-dealing should be prohibited.                                                                                                                                                                                                                                                     |                           |                    |
| (P)B.1.1                     | Apakah perusahaan pernah mencatat kasus perdagangan orang dalam yang melibatkan direktur/komisaris, manajemen dan karyawan dalam tiga tahun terakhir?<br>Has there been any conviction of insider trading involving directors/commissioners, management and employees in the past three years?                                                                                                 |                           |                    |
| (P)B.2                       | Melindungi pemegang saham minoritas dari tindakan penyalahgunaan<br>Protecting minority shareholders from abusive action                                                                                                                                                                                                                                                                       |                           |                    |
| (P)B.2.1                     | Apakah terdapat kasus ketidakpatuhan terhadap hukum, peraturan dan perundang-undangan yang berkaitan dengan transaksi pihak berelasi yang material dalam tiga tahun terakhir?<br>Has there been any cases of non compliance with the laws, rules and regulations pertaining to material related party transactions in the past three years?                                                    |                           |                    |
| (P)B.2.2                     | Apakah ada RPT yang dikategorikan sebagai bantuan keuangan (yaitu yang tidak dilakukan secara wajar) kepada entitas selain anak perusahaan yang dimiliki sepenuhnya?<br>Were there any RPTs that can be classified as financial assistance (i.e not conducted at arms length) to entities other than wholly-owned subsidiary companies?                                                        |                           |                    |
| (P)C                         | Peran pemangku kepentingan<br>Role of stakeholders                                                                                                                                                                                                                                                                                                                                             |                           |                    |
| (P)C.1                       | Hak-hak pemangku kepentingan yang ditetapkan oleh hukum atau melalui kesepakatan bersama harus dihormati.<br>The rights of stakeholders that are established by law or through mutual agreements are to be respected.                                                                                                                                                                          |                           |                    |
| (P)C.1.1                     | Apakah ada pelanggaran hukum yang berkaitan dengan tenaga kerja/ketenagakerjaan/konsumen/kepaillitan/komersial/persaingan usaha atau masalah lingkungan?<br>Have there been any violations of any laws pertaining to labour/employment/ consumer/insolvency/ commercial/competition or environmental issues?                                                                                   |                           |                    |
| (P)C.2                       | Ketika para pemangku kepentingan berpartisipasi dalam proses tata kelola perusahaan, mereka harus memiliki akses terhadap informasi yang relevan, memadai, dan dapat diandalkan secara tepat waktu dan teratur.<br>Where stakeholders participate in the corporate governance process, they should have access to relevant, sufficient and reliable information on a timely and regular basis. |                           |                    |
| (P)C.2.1                     | Apakah perusahaan pernah menghadapi sanksi dari regulator karena tidak membuat pengumuman dalam jangka waktu yang disyaratkan untuk peristiwa material?<br>Has the company faced any sanctions by regulators for failure to make announcements within the requisite time period for material events?                                                                                           |                           |                    |
| (P)C.2.2                     | Apakah terdapat bukti bahwa perusahaan terlibat dalam kegiatan <i>greenwashing</i> ?<br>Is there any evidence that the company is engaging in greenwashing activities?                                                                                                                                                                                                                         |                           |                    |
| (P)D                         | Pengungkapan dan transparansi<br>Disclosure and transparency                                                                                                                                                                                                                                                                                                                                   |                           |                    |
| (P)D.1                       | Sanksi dari regulator terhadap laporan keuangan<br>Sanctions from regulator on financial reports                                                                                                                                                                                                                                                                                               |                           |                    |
| (P)D.1.1                     | Apakah perusahaan menerima "opini wajar tanpa pengecualian" dalam laporan audit eksternalnya?<br>Did the company receive a "qualified opinion" in its external audit report?                                                                                                                                                                                                                   |                           |                    |



| Nomor Indeks<br>Index Number |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Parameter                                                                                                                                                                                                                                                                                           | Penyajian<br>Presentation | Keterangan<br>Note |
|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|--------------------|
|                              | (P)D.1.2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Apakah perusahaan menerima “opini tidak wajar” dalam laporan audit eksternalnya?<br>Did the company receive an “adverse opinion” in its external audit report?                                                                                                                                      |                           |                    |
|                              | (P)D.1.3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Apakah perusahaan menerima “opini tidak memberikan pendapat” dalam laporan audit eksternalnya?<br>Did the company receive a “disclaimer opinion” in its external audit report?                                                                                                                      |                           |                    |
|                              | (P)D.1.4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Apakah perusahaan dalam satu tahun terakhir telah merevisi laporan keuangan karena berbagai alasan selain perubahan kebijakan akuntansi?<br>Has the company in the past year revised its financial statements for reasons other than changes in accounting policies?                                |                           |                    |
| (P)E                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Tanggung jawab Dewan<br>Responsibilities of the Board                                                                                                                                                                                                                                               |                           |                    |
| (P)E.1                       | Kepatuhan terhadap peraturan, perundang-undangan, dan hukum yang berlaku<br>Compliance with listing rules, regulations and applicable laws                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                     |                           |                    |
|                              | (P)E.1.1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Apakah terdapat bukti bahwa perusahaan tidak mematuhi peraturan dan regulasi pencatatan selain peraturan pengungkapan selama satu tahun terakhir?<br>Is there any evidence that the company has not complied with any listing rules and regulations apart from disclosure rules over the past year? |                           |                    |
|                              | (P)E.1.2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Apakah ada contoh saat Direktur/Komisaris Non-eksekutif mengundurkan diri dan mengangkat masalah terkait tata kelola?<br>Have there been any instances where Non-executive Directors/Commissioner have resigned and raised any issues of governance-related concerns?                               |                           |                    |
| (P)E.2                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Struktur Dewan<br>Board structure                                                                                                                                                                                                                                                                   |                           |                    |
| (P)E.2.1                     | Apakah Perusahaan memiliki direktur/komisaris independen yang telah menjabat selama lebih dari sembilan tahun atau dua periode jabatan masing-masing lima tahun (mana yang lebih tinggi) dalam kapasitas yang sama?<br>Masa jabatan lima tahun harus sesuai dengan peraturan perundang-undangan yang telah ada sebelum diperkenalkannya ASEAN Corporate Governance Scorecard pada tahun 2011.<br>Does the Company have any independent directors/commissioners who have served for more than nine years or two terms of five years each (which ever is higher) in the same capacity?<br>The five years term must be required by legislation which pre-existed before the introduction of the ASEAN Corporate Governance Scorecard in 2011. |                                                                                                                                                                                                                                                                                                     |                           |                    |
|                              | (P)E.2.2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Apakah perusahaan gagal mengidentifikasi dengan benar keterangan semua direktur mereka sebagai pihak independen, non-eksekutif, dan eksekutif?<br>Did the company fail to correctly identify the description of all their directors as independent, non-executive, and executive?                   |                           |                    |
|                              | (P)E.2.3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Apakah perusahaan memiliki direktur/non-eksekutif/komisaris independen yang menjabat di lebih dari lima dewan direksi perusahaan publik?<br>Does the company have any independent directors/non-executive/commissioners who serve on a total of more than five boards of publicly-listed companies? |                           |                    |
| (P)E.3                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Audit Eksternal<br>External Audit                                                                                                                                                                                                                                                                   |                           |                    |
| (P)E.3.1                     | Apakah ada direktur atau manajemen senior yang merupakan mantan karyawan atau mitra dari auditor eksternal saat ini (dalam 2 tahun terakhir)?<br>Is any of the directors or senior management a former employee or partner of the current external auditor (in the past 2 years)?                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                     |                           |                    |





| Nomor Indeks<br>Index Number | Parameter                                                                                                                                                                     | Penyajian<br>Presentation | Keterangan<br>Note |
|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|--------------------|
| (P)E.4                       | Struktur dan komposisi Dewan<br>Board structure and composition                                                                                                               |                           |                    |
| (P)E.4.1                     | Apakah ketua pernah menjadi CEO perusahaan dalam tiga tahun terakhir?<br>Has the chairman been the company CEO in the last three years?                                       |                           |                    |
| (P)E.4.2                     | Apakah direktur/komisaris non-eksekutif menerima opsi, saham kinerja, atau bonus?<br>Do non-executive directors/commissioners receive options, performance shares or bonuses? |                           |                    |

#### Lampiran Appendix

Apakah pemegang saham berhak berpartisipasi dalam:  
Do shareholders have the right to participate:

|       |                                                                                                                                                                                                                                                                                                                                                                      |  |  |
|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| A.2.1 | Perubahan konstitusi perusahaan?<br>Amendments to the company's constitution?                                                                                                                                                                                                                                                                                        |  |  |
| A.2.2 | Otorisasi saham tambahan?<br>The authorisation of additional shares?                                                                                                                                                                                                                                                                                                 |  |  |
| A.2.3 | Pengalihan seluruh atau sebagian besar aset, yang berakibat pada penjualan perusahaan?<br>The transfer of all or substantially all assets, which in effect results in the sale of the company?                                                                                                                                                                       |  |  |
| B.1.1 | Apakah saham biasa atau saham biasa perusahaan memiliki satu suara untuk satu saham?<br>Does the company's ordinary or common shares have one vote for one share?                                                                                                                                                                                                    |  |  |
| B.3.1 | Apakah perusahaan memiliki kebijakan dan/atau peraturan yang melarang direktur/komisaris dan karyawan untuk mengambil keuntungan dari informasi yang tidak tersedia secara umum di pasar?<br>Does the company have policies and/or rules prohibiting directors/commissioners and employees to benefit from knowledge which is not generally available to the market? |  |  |
| B.4.1 | Apakah perusahaan memiliki kebijakan yang mengharuskan direktur/komisaris untuk mengungkapkan kepentingan mereka dalam transaksi dan benturan kepentingan?<br>Does the company have a policy requiring directors/commissioners to disclose their interest in transactions and any other conflicts of interest?                                                       |  |  |
| D.2.6 | Rincian kehadiran setiap direktur/komisaris dalam semua rapat direktur/komisaris yang diadakan sepanjang tahun.<br>Attendance details of each director/commissioner in all directors/commissioners meetings held during the year.                                                                                                                                    |  |  |

✓ = terpenuhi | x = tidak terpenuhi | - = tidak sesuai/tidak dapat diterapkan  
✓ = comply | x = not comply | - = not applicable



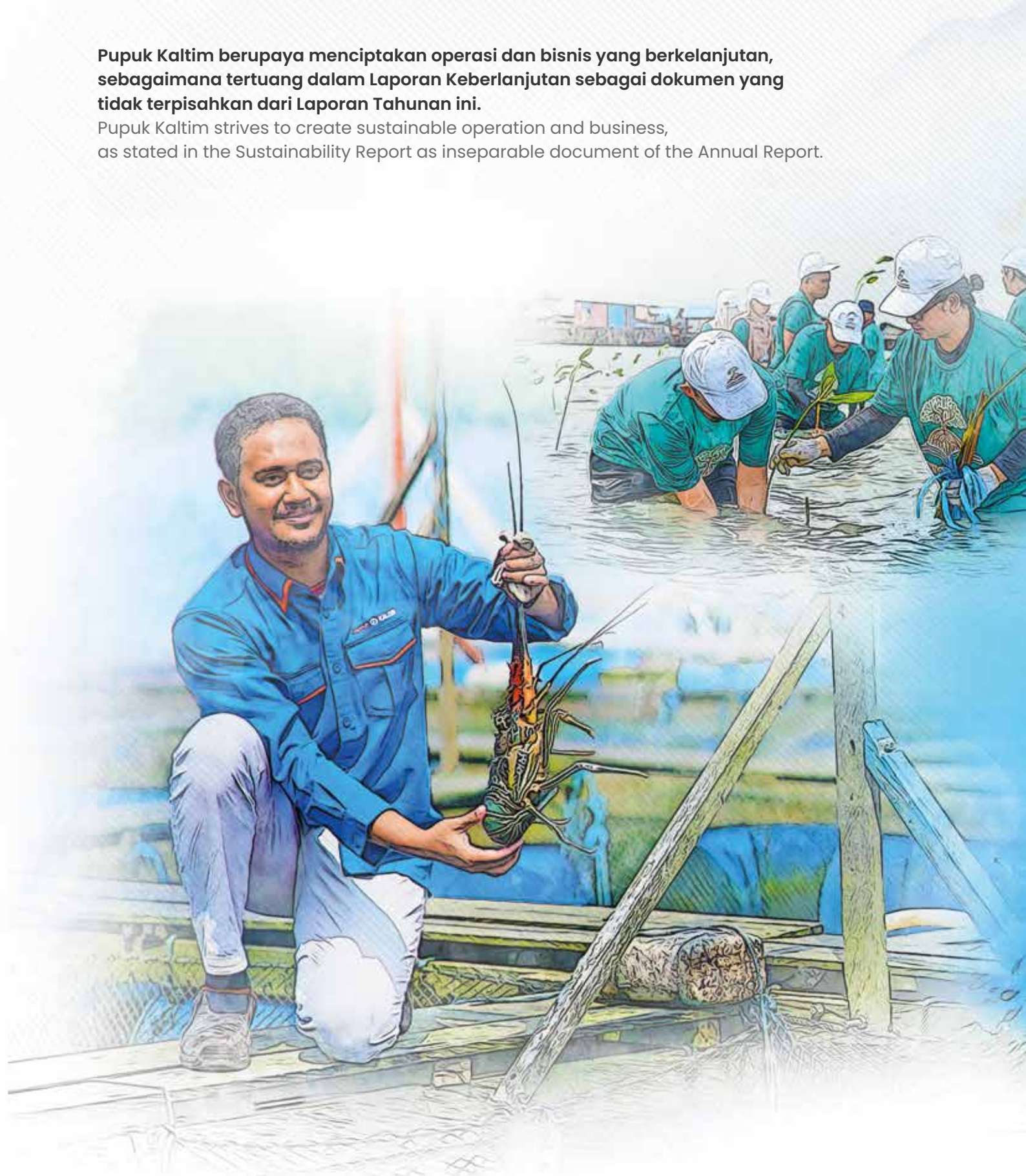


# Rujukan Keberlanjutan

## Sustainability Reference

**Pupuk Kaltim berupaya menciptakan operasi dan bisnis yang berkelanjutan, sebagaimana tertuang dalam Laporan Keberlanjutan sebagai dokumen yang tidak terpisahkan dari Laporan Tahunan ini.**

Pupuk Kaltim strives to create sustainable operation and business, as stated in the Sustainability Report as inseparable document of the Annual Report.









# Kilas Kinerja Keberlanjutan 2024

## 2024 Sustainability Performance Highlights



### Aspek Ekonomi Economic Aspect



**3.416.182**

ton | tons

Produksi Pupuk Urea,  
naik 4% dari tahun sebelumnya

Urea Fertilizer Production,  
up 4% from the previous year



**2.768.302**

ton | tons

Produksi Amoniak,  
naik 2% dari tahun sebelumnya

Ammonia Production,  
up 2% from the previous year

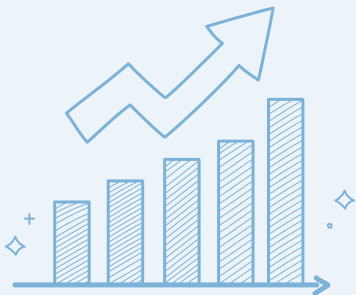


**288.880**

ton | tons

Produksi Pupuk NPK,  
naik 84% dari tahun sebelumnya

NPK Fertilizer Production,  
up 84% from the previous year



**Rp24,96**

triliun | trillion

Pendapatan Usaha,  
naik 8% dari tahun sebelumnya

Business Revenue,  
increase 8% from previous year



**Rp4,11**

triliun | trillion

Laba Tahun Berjalan,  
turun 10% dari tahun sebelumnya

Profit for the Year,  
decrease 10% from previous year



**20,97**

triliun | trillion

Distribusi Nilai Ekonomi,  
turun 29% dari tahun sebelumnya

Distribution of Economic Value,  
decrease 29% from previous year



**Rp1,10**

triliun | trillion

Pembayaran PPh Badan,  
turun 74% dari tahun sebelumnya

Corporate Income Tax Payments,  
decrease 74% from previous year



**Rp1,31**

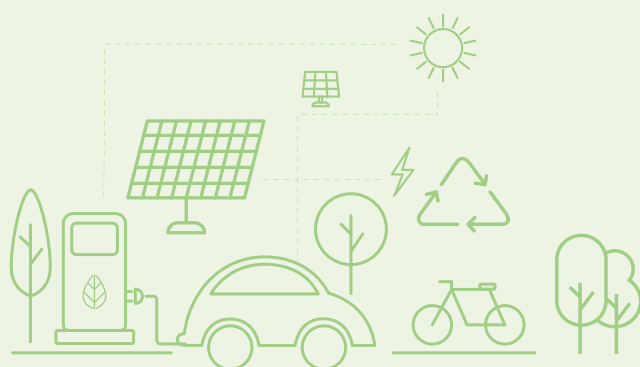
triliun | trillion

Pembayaran Dividen,  
turun 85% dari tahun sebelumnya

Dividend Payments,  
decrease 85% from previous year



## Aspek Lingkungan Environmental Aspect



**1.597.664**  
GJ

Pengurangan konsumsi energi,  
turun 34,50% dari tahun  
sebelumnya

Energy consumption reduction,  
decrease 34.50% from previous  
year



**25,85**  
Mmbtu/ton

Intensitas konsumsi energi per  
produk Pupuk Urea,  
naik 0,01% dari tahun sebelumnya

Energy consumption intensity per  
Urea Fertilizer product,  
increase 0.01% from previous year



**2,15**  
Metrik ton CO<sub>2</sub>eq/ton produk

Intensitas emisi (cakupan 1, 2, 3) per  
produk Pupuk Urea, naik 30,30%  
dari tahun sebelumnya 1,65  
CO<sub>2</sub>eq/ton pupuk urea.

Emission intensity (scope 1, 2, 3)  
per Urea Fertilizer product, up  
30.30% from the previous year 1.65  
CO<sub>2</sub>eq/ton of urea fertilizer.



**38**  
Program Reduksi Emisi  
Emission Reduction Program

Program Reduksi emisi GRK,  
mengurangi volume emisi GRK  
sebesar 924.342,78 ton CO<sub>2</sub>eq atau  
sekitar 13% dari total emisi GRK  
cakupan 1, 2, dan 3.

GHG emission reduction program,  
reducing the volume of GHG  
emissions by 924,342.78 tons CO<sub>2</sub>eq  
or around 13% of the total GHG  
emissions of scopes 1, 2, and 3.



**66,17 %**

Pemanfaatan air daur ulang untuk  
kebutuhan air umpan biler.

Utilization of recycled water for the  
needs of biler feed water.



**96,61 %**

limbah padat *fly ash* dan *bottom ash*, Sebagai bahan stabilisasi tanah, sebagai batako dan *paving block*, *filler* Pupuk NPK dan Pembuatan Media Terumbu Buatan di area kelolaannya

fly ash and bottom ash solid waste, as soil stabilization material, as brick and paving block, NPK Fertilizer filler and Artificial Reef Making in the area of management.



**Emas** Gold  
**Peringkat** | Ranking

Peringkat Proper Proper Grade,  
untuk ke delapan kalinya secara  
berturut-turut.

Proper Proper Grade, for the eighth  
consecutive time.



## Aspek Sosial Social Aspect



### Community Development Community Development



**83,93**  
miliar | billion

Investasi sosial pemberdayaan komunitas, tercapai 99,91% terhadap target 2024.

Community empowerment social investment, achieved 99.91% of the 2024 target.



**90,48%**  
Sangat Puas | Very Satisfied

Nilai indeks Survei Kepuasan Lingkungan (SKL) pelaksanaan program TJSL tahun 2024

Environmental Satisfaction Survey (SKL) index value for the implementation of the 2024 TJSL program



**9**  
Program | Program

Merealisasikan program pemberdayaan masyarakat unggulan

Realizing superior community empowerment programs



## Kesehatan dan Keselamatan Kerja (K3) Occupational Health and Safety (OHS)



**70.071.550**  
Jam Kerja  
Working hours

Karyawan selama setahun, naik 13,31% dari tahun sebelumnya

Employees in a year, up 13.31% from the previous year



**0,00**  
Loss Time Injury Frequency Rate (LTIFR)



**0,22**  
Total Recordable Injury Rate (TRIR)



**9**  
Penghargaan  
Independen  
Independent Award

Pupuk Kaltim menerima penghargaan independen terkait kinerjanya pada aspek K3.

Pupuk Kaltim received an independent award related to its performance in the K3 aspect.





## Sumber Daya Manusia

### Human Resources



**475**

**program pelatihan**  
training program

Pupuk Kaltim merealisasikan program pelatihan dengan durasi 115.692 manhours atau rata-rata 88,52 jam/ karyawan

Pupuk Kaltim realizes a training program with a duration of 115,692 manhours or an average of 88.52 hours/employee



**66**

**orang karyawan organik baru**  
new organic employees

Pupuk Kaltim memproses berhentinya hubungan kerja dengan 67 karyawan organik

Pupuk Kaltim processes the termination of employment with 67 organic employees



**269**

**orang** | person

karyawan talent sebesar 32,65% dari total populasi karyawan grade 1 hingga 4

talent employees of 32.65% from the total population of grade 1 to 4 employees



**88,25%**

*Employee Experience Survey (EX Survey)*

Employee Experience Survey (EX Survey)







# Laporan Keuangan

## Financial Report



**PT PUPUK KALIMANTAN TIMUR  
DAN ENTITAS ANAK/*AND SUBSIDIARIES***

**LAPORAN KEUANGAN KONSOLIDASIAN/  
*CONSOLIDATED FINANCIAL STATEMENTS***

**31 DESEMBER/*DECEMBER* 2024**

**SURAT PERNYATAAN DIREKSI TENTANG/  
DIRECTORS' STATEMENT LETTER REGARDING****TANGGUNG JAWAB ATAS  
LAPORAN KEUANGAN KONSOLIDASIAN  
PADA TANGGAL DAN  
UNTUK TAHUN YANG BERAKHIR  
31 DESEMBER 2024****THE RESPONSIBILITY ON THE  
CONSOLIDATED FINANCIAL  
STATEMENTS AS AT  
AND FOR THE YEAR ENDED  
31 DECEMBER 2024****PT PUPUK KALIMANTAN TIMUR DAN ENTITAS ANAK / AND SUBSIDIARIES**

Atas nama Direksi, kami yang bertanda tangan di bawah ini

On behalf of the Board of Directors, we, the undersigned:

1. Nama : Budi Wahyu Soesilo  
Alamat Kantor : Plaza Pupuk Kaltim, Gedung A Lt. 4, Jl. Kebon Sirih Raya No. 6A, Jakarta Pusat  
Alamat Domisili : Perum Kuantan Regency 2 No. B3 RT 027, RW 007, Bener, Tegalrejo  
Telepon : 021-3443344  
Jabatan : Direktur Utama
2. Nama : Qomaruzzaman  
Alamat Kantor : Plaza Pupuk Kaltim, Gedung A Lt. 4, Jl. Kebon Sirih Raya No. 6A, Jakarta Pusat  
Alamat Domisili : Jl. Jabir Jabir Residence Nomor 2J, RT 005, RW 007, Pasar Minggu, Jakarta Selatan  
Telepon : 021-3443344  
Jabatan : Direktur Keuangan dan Umum

1. Name : Budi Wahyu Soesilo  
Office Address : Plaza Pupuk Kaltim, Gedung A Lt. 4, Jl. Kebon Sirih Raya No. 6A, Jakarta Pusat  
Address of Domicile : Perum Kuantan Regency 2 No. B3 RT 027, RW 007, Bener, Tegalrejo  
Telephone : 021-3443344  
Position : President Director
2. Name : Qomaruzzaman  
Office Address : Plaza Pupuk Kaltim, Gedung A Lt. 4, Jl. Kebon Sirih Raya No. 6A, Jakarta Pusat  
Address of Domicile : Jl. Jabir Jabir Residence Nomor 2J, RT 005, RW 007, Pasar Minggu, Jakarta Selatan  
Telephone : 021-3443344  
Position : Finance and General Director

menyatakan bahwa:

declare that:

1. Direksi bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian PT Pupuk Kalimantan Timur dan entitas anak ("Grup");
2. Laporan keuangan konsolidasian Grup telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;
- 3.a. Semua informasi dalam laporan keuangan konsolidasian Grup telah dimuat secara lengkap dan benar;
- b. Laporan keuangan konsolidasian Grup tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material; dan
4. Direksi bertanggung jawab atas sistem pengendalian internal dalam Grup.

1. The Board of Directors are responsible for the preparation and presentation of consolidated financial statements of PT Pupuk Kalimantan Timur and its subsidiaries (the "Group");
2. The Group's consolidated financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards;
- 3.a. All information has been fully and correctly disclosed in the Group's consolidated financial statements;
- b. The Group's consolidated financial statements do not contain false material information or facts, nor do they omit material information or facts; and
4. The Board of Directors are responsible for the Group's internal control systems.

Demikian pernyataan ini dibuat dengan sebenarnya.

This statement is confirmed to the best of our knowledge and belief.

Atas nama dan mewakili Direksi.

For and on behalf of the Board of Directors.

Jakarta, 7 Mei/May 2025

Budi Wahyu Soesilo

Qomaruzzaman

Direktur Utama/President Director

Direktur Keuangan dan Umum/  
Finance and General Director





**LAPORAN AUDITOR INDEPENDEN  
KEPADA PARA PEMEGANG SAHAM**

**INDEPENDENT AUDITORS' REPORT  
TO THE SHAREHOLDERS OF**

**PT PUPUK KALIMANTAN TIMUR**

**Opini**

Kami telah mengaudit laporan keuangan konsolidasian PT Pupuk Kalimantan Timur dan entitas anaknya ("Grup"), yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2024, serta laporan laba rugi dan penghasilan komprehensif lain konsolidasian, laporan perubahan ekuitas konsolidasian dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan konsolidasian, termasuk informasi kebijakan akuntansi material.

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup tanggal 31 Desember 2024, serta kinerja keuangan konsolidasian dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

**Basis Opini**

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian pada laporan kami. Kami independen terhadap Grup berdasarkan ketentuan etika yang relevan dalam audit kami atas laporan keuangan konsolidasian di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

**Tanggung Jawab Manajemen dan Pihak yang Bertanggung Jawab atas Tata Kelola terhadap Laporan Keuangan Konsolidasian**

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

**Opinion**

*We have audited the consolidated financial statements of PT Pupuk Kalimantan Timur and its subsidiaries (the "Group"), which comprise the consolidated statement of financial position as at 31 December 2024, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.*

*In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at 31 December 2024, and its consolidated financial performance and its consolidated 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. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Consolidated Financial Statements paragraph of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.*

**Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements**

*Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.*

**Kantor Akuntan Publik Rintis, Jumadi, Rianto & Rekan**

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Dalam penyusunan laporan keuangan konsolidasian, manajemen bertanggung jawab untuk menilai kemampuan Grup dalam mempertahankan kelangsungan usahanya, mengungkapkan, sesuai dengan kondisinya, hal-hal yang berkaitan dengan kelangsungan usaha dan menggunakan basis akuntansi kelangsungan usaha kecuali manajemen memiliki intensi untuk melikuidasi Grup atau menghentikan operasi, atau tidak memiliki alternatif yang realistis selain melaksanakannya.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Grup.

#### **Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian**

Tujuan kami adalah untuk memperoleh keyakinan memadai tentang apakah laporan keuangan konsolidasian secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun secara agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan konsolidasian tersebut.

Sebagai bagian dari suatu audit berdasarkan Standar Audit, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan konsolidasian, baik yang disebabkan oleh kecurangan maupun kesalahan, mendesain dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memperoleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi dari yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian pengendalian internal.
- Memperoleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk mendesain prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektifitasan pengendalian internal Grup.

*In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.*

*Those charged with governance are responsible for overseeing the Group's financial reporting process.*

#### **Auditors' Responsibilities for the Audit of the Consolidated Financial Statements**

*Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.*

*As part of an audit in accordance with Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:*

- *Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.*
- *Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.*



- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.
- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan Grup untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor kami ke pengungkapan terkait dalam laporan keuangan konsolidasian atau, jika pengungkapan tersebut tidak memadai, harus menentukan apakah perlu untuk memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Grup tidak dapat mempertahankan kelangsungan usaha.
- Mengevaluasi penyajian, struktur dan isi laporan keuangan konsolidasian secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan konsolidasian mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.
- Memperoleh bukti audit yang cukup dan tepat terkait informasi keuangan entitas atau aktivitas bisnis dalam Grup untuk menyatakan opini atas laporan keuangan konsolidasian. Kami bertanggung jawab atas arahan, supervisi dan pelaksanaan audit grup. Kami tetap bertanggung jawab sepenuhnya atas opini audit kami.
- *Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.*
- *Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group to cease to continue as a going concern.*
- *Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.*
- *Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.*

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang direncanakan atas audit serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

*We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.*

JAKARTA,  
7 Mei/May 2025

**Dedy Lesmana, S.E., CPA**  
Izin Akuntan Publik/Public Accountant License No. AP.1782



Pupuk Kalimantan Timur  
00056/2.1457/AU.1/05/1782-1/1/V/2025



**PT PUPUK KALIMANTAN TIMUR  
DAN ENTITAS ANAK/AND SUBSIDIARIES**

**Lampiran 1/1 Schedule**

**LAPORAN POSISI KEUANGAN  
KONSOLIDASIAN**

**31 DESEMBER 2024**

(Dinyatakan dalam jutaan Rupiah,  
kecuali dinyatakan lain)

**CONSOLIDATED STATEMENT OF  
FINANCIAL POSITION**

**AS AT 31 DECEMBER 2024**

(Expressed in millions of Rupiah,  
unless otherwise stated)

|                                                     | <b>Catatan/<br/>Notes</b> | <b>31 Desember/<br/>December<br/>2024</b> | <b>31 Desember/<br/>December<br/>2023</b> |
|-----------------------------------------------------|---------------------------|-------------------------------------------|-------------------------------------------|
| <b>ASET</b>                                         |                           |                                           |                                           |
| <b>ASET LANCAR</b>                                  |                           |                                           |                                           |
| Kas dan setara kas                                  | 4                         | 3,024,667                                 | 3,151,990                                 |
| Piutang usaha                                       | 5                         |                                           |                                           |
| - Pihak ketiga                                      |                           | 682,710                                   | 1,013,098                                 |
| - Pihak berelasi                                    | 24b                       | 279,346                                   | 113,641                                   |
| Piutang subsidi dari Pemerintah Republik Indonesia  | 6, 24b                    | 14,694                                    | 879,026                                   |
| Piutang subsidi yang belum ditagih                  | 7, 24b                    | 141,916                                   | 89,928                                    |
| Piutang lain-lain                                   |                           |                                           |                                           |
| - Pihak ketiga                                      |                           | 4,241                                     | 5,306                                     |
| - Pihak berelasi                                    |                           | 12,801                                    | 35,656                                    |
| Persediaan                                          | 8                         | 3,815,086                                 | 5,188,106                                 |
| Pajak dibayar di muka                               | 23a                       |                                           |                                           |
| - Pajak penghasilan badan                           |                           | 148,371                                   | 183,650                                   |
| - Pajak lain-lain                                   |                           | 38,377                                    | 3,832                                     |
| Uang muka dan beban dibayar di muka                 | 9                         | 23,899                                    | 70,393                                    |
| Aset keuangan lainnya                               | 10                        | <u>5,626,313</u>                          | <u>4,052,823</u>                          |
| <b>Jumlah aset lancar</b>                           |                           | <b><u>13,812,421</u></b>                  | <b><u>14,787,449</u></b>                  |
| <b>ASET TIDAK LANCAR</b>                            |                           |                                           |                                           |
| Uang muka dan beban dibayar di muka                 | 9                         | 119,830                                   | 190,488                                   |
| Pajak dibayar di muka                               | 23a                       |                                           |                                           |
| - Pajak penghasilan badan                           |                           | 29,966                                    | 1,492                                     |
| - Pajak lain-lain                                   |                           | -                                         | 816                                       |
| Properti investasi                                  |                           | 183,397                                   | 186,126                                   |
| Investasi pada entitas asosiasi dan ventura bersama | 11                        | 747,319                                   | 675,865                                   |
| Aset tetap                                          | 12                        | 23,030,512                                | 21,876,119                                |
| Aset pajak tangguhan                                | 23d                       | 4,191                                     | 3,635                                     |
| Aset tidak lancar lainnya                           | 10, 24b                   | <u>183,237</u>                            | <u>197,977</u>                            |
| <b>Jumlah aset tidak lancar</b>                     |                           | <b><u>24,298,452</u></b>                  | <b><u>23,132,518</u></b>                  |
| <b>JUMLAH ASET</b>                                  |                           | <b><u>38,110,873</u></b>                  | <b><u>37,919,967</u></b>                  |

**ASSETS**

**CURRENT ASSETS**

Cash and cash equivalents  
Trade receivables  
Third parties -  
Related parties -  
Subsidy receivables from the Government of the Republic of Indonesia  
Unbilled subsidy receivables  
Other receivables  
Third parties -  
Related parties -  
Inventories  
Prepaid taxes  
Corporate Income Tax -  
Other taxes -  
Advances and prepayments  
Other financial assets

**Total current assets**

**NON-CURRENT ASSETS**

Advances and prepayments  
Prepaid taxes  
Corporate income tax -  
Other taxes -  
Investment properties  
Investment in associates and joint ventures  
Fixed assets  
Deferred tax assets  
Other non-current assets

**Total non-current assets**

**TOTAL ASSETS**

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements

**PT PUPUK KALIMANTAN TIMUR  
DAN ENTITAS ANAK/AND SUBSIDIARIES**

**Lampiran 1/2 Schedule**

**LAPORAN POSISI KEUANGAN  
KONSOLIDASIAN**

**31 DESEMBER 2024**

(Dinyatakan dalam jutaan Rupiah,  
kecuali dinyatakan lain)

**CONSOLIDATED STATEMENT OF  
FINANCIAL POSITION**

**AS AT 31 DECEMBER 2024**

(Expressed in millions of Rupiah,  
unless otherwise stated)

|                                                                                            | <b>Catatan/<br/>Notes</b> | <b>31 Desember/<br/>December<br/>2024</b> | <b>31 Desember/<br/>December<br/>2023</b> |
|--------------------------------------------------------------------------------------------|---------------------------|-------------------------------------------|-------------------------------------------|
| <b>LIABILITAS</b>                                                                          |                           |                                           |                                           |
| <b>LIABILITAS JANGKA PENDEK</b>                                                            |                           |                                           |                                           |
| Utang usaha                                                                                | 13                        |                                           |                                           |
| - Pihak ketiga                                                                             |                           | 360,096                                   | 430,334                                   |
| - Pihak berelasi                                                                           | 24b                       | 80,637                                    | 434,707                                   |
| Pinjaman jangka pendek                                                                     | 14, 24b                   | 157,292                                   | 1,593,951                                 |
| Liabilitas yang masih harus dibayar                                                        | 15a, 24b                  | 3,009,038                                 | 1,640,575                                 |
| Provisi                                                                                    | 15b                       | -                                         | 1,691,907                                 |
| Liabilitas imbalan kerja                                                                   | 16a                       | 404,458                                   | 869,115                                   |
| Utang pajak                                                                                | 23b                       |                                           |                                           |
| - Pajak penghasilan badan                                                                  |                           | 106,582                                   | 33,517                                    |
| - Pajak lain-lain                                                                          |                           | 60,802                                    | 99,149                                    |
| Pendapatan diterima di muka                                                                |                           | 212,803                                   | 195,960                                   |
| Utang lainnya                                                                              |                           |                                           |                                           |
| - Pihak ketiga                                                                             |                           | 94,854                                    | 94,344                                    |
| - Pihak berelasi                                                                           |                           | 4,432                                     | 5,343                                     |
| Liabilitas imbalan pascakerja                                                              | 17b                       | 45,927                                    | 97,722                                    |
| Bagian lancar atas:                                                                        |                           |                                           |                                           |
| - Liabilitas sewa                                                                          | 24b                       | 38,274                                    | 50,604                                    |
| - Pinjaman jangka panjang                                                                  |                           | 849                                       | 2,176                                     |
| <b>Jumlah liabilitas jangka pendek</b>                                                     |                           | <b>4,576,044</b>                          | <b>7,239,404</b>                          |
| <b>LIABILITAS JANGKA PANJANG</b>                                                           |                           |                                           |                                           |
| Liabilitas jangka panjang setelah dikurangi bagian yang akan jatuh tempo dalam satu tahun: |                           |                                           |                                           |
| - Liabilitas sewa                                                                          |                           | 970                                       | 26,518                                    |
| - Pinjaman jangka panjang                                                                  | 24b                       | -                                         | 849                                       |
| Liabilitas imbalan kerja                                                                   | 16a                       | 24,004                                    | -                                         |
| Liabilitas imbalan pascakerja                                                              | 16b                       | 271,836                                   | 258,717                                   |
| Liabilitas pajak tangguhan                                                                 | 23d                       | 229,845                                   | 181,704                                   |
| Provisi jangka panjang                                                                     |                           | 1,326                                     | 11,107                                    |
| <b>Jumlah liabilitas jangka panjang</b>                                                    |                           | <b>527,981</b>                            | <b>478,895</b>                            |
| <b>JUMLAH LIABILITAS</b>                                                                   |                           | <b>5,104,025</b>                          | <b>7,718,299</b>                          |

**LIABILITIES**

**CURRENT LIABILITIES**

Trade payables  
Third parties -  
Related parties -  
Short-term loans  
Accrued liabilities  
Provision  
Employee benefit liabilities  
Taxes payables  
Corporate income tax -  
Other taxes -  
Unearned revenues  
Other payables  
Third parties -  
Related parties -  
Post-employment  
benefits liabilities  
Current portion:  
Lease liabilities -  
Long-term loans -

**Total current liabilities**

**NON-CURRENT LIABILITIES**

Non-current liabilities, net of  
current maturities:  
Lease liabilities -  
Long-term loans -  
Employee benefit liabilities  
Post-employment  
benefits liabilities  
Deferred tax liabilities  
Long-term provisions

**Total non-current liabilities**

**TOTAL LIABILITIES**

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements

**PT PUPUK KALIMANTAN TIMUR  
DAN ENTITAS ANAK/AND SUBSIDIARIES**

**Lampiran 1/3 Schedule**

**LAPORAN POSISI KEUANGAN  
KONSOLIDASIAN**

**31 DESEMBER 2024**

(Dinyatakan dalam jutaan Rupiah,  
kecuali dinyatakan lain)

**CONSOLIDATED STATEMENT OF  
FINANCIAL POSITION**

**AS AT 31 DECEMBER 2024**

(Expressed in millions of Rupiah,  
unless otherwise stated)

|                                                                                     | <b>Catatan/<br/>Notes</b> | <b>31 Desember/<br/>December<br/>2024</b> | <b>31 Desember/<br/>December<br/>2023</b> |                                                                             |
|-------------------------------------------------------------------------------------|---------------------------|-------------------------------------------|-------------------------------------------|-----------------------------------------------------------------------------|
| <b>EKUITAS</b>                                                                      |                           |                                           |                                           | <b>EQUITY</b>                                                               |
| Modal saham – modal dasar                                                           |                           |                                           |                                           | Share capital – authorised                                                  |
| 27.315.583.352 lembar;                                                              |                           |                                           |                                           | 27,315,583,352 shares                                                       |
| ditempatkan dan disetor                                                             |                           |                                           |                                           | issued and fully paid                                                       |
| penuh 17.600.000.000 lembar;                                                        |                           |                                           |                                           | 17,600,000,000 shares;                                                      |
| dengan nominal Rp500 (nilai                                                         |                           |                                           |                                           | at par value of Rp500                                                       |
| penuh) per lembar saham                                                             | 17                        | 8,800,000                                 | 8,800,000                                 | (full amount) per share                                                     |
| Penghasilan komprehensif lain                                                       | 18b                       | 9,714,633                                 | 9,716,032                                 | Other comprehensive income                                                  |
| Ekuitas lainnya                                                                     |                           | (27,063)                                  | (27,063)                                  | Other equity                                                                |
| Saldo laba:                                                                         |                           |                                           |                                           | Retained earnings:                                                          |
| Ditentukan penggunaannya                                                            |                           | 10,857,584                                | 7,603,722                                 | Appropriated                                                                |
| Belum ditentukan penggunaannya                                                      |                           | <u>3,624,920</u>                          | <u>4,081,292</u>                          | Unappropriated                                                              |
| <b>Jumlah ekuitas yang<br/>dapat diatribusikan kepada<br/>pemilik entitas induk</b> |                           | <b><u>32,970,074</u></b>                  | <b><u>30,173,983</u></b>                  | <b>Total equity attributable<br/>to the owners<br/>of the parent entity</b> |
| Kepentingan non-pengendali                                                          |                           | <u>36,774</u>                             | <u>27,685</u>                             | Non-controlling interest                                                    |
| <b>JUMLAH EKUITAS</b>                                                               |                           | <b><u>33,006,848</u></b>                  | <b><u>30,201,668</u></b>                  | <b>TOTAL EQUITY</b>                                                         |
| <b>JUMLAH LIABILITAS<br/>DAN EKUITAS</b>                                            |                           | <b><u><u>38,110,873</u></u></b>           | <b><u><u>37,919,967</u></u></b>           | <b>TOTAL LIABILITIES<br/>AND EQUITY</b>                                     |

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements



**PT PUPUK KALIMANTAN TIMUR  
DAN ENTITAS ANAK/AND SUBSIDIARIES**

**Lampiran 2/1 Schedule**

**LAPORAN LABA RUGI DAN PENGHASILAN  
KOMPREHENSIF LAIN KONSOLIDASIAN  
UNTUK TAHUN YANG BERAKHIR  
31 DESEMBER 2024**

(Dinyatakan dalam jutaan Rupiah,  
kecuali dinyatakan lain)

**CONSOLIDATED STATEMENT OF PROFIT OR  
LOSS AND OTHER COMPREHENSIVE INCOME  
FOR THE YEAR ENDED**

**31 DECEMBER 2024**

(Expressed in millions of Rupiah,  
unless otherwise stated)

|                                                                                                                             | <b>Catatan/<br/>Notes</b> | <b>31 Desember/<br/>December<br/>2024</b> | <b>31 Desember/<br/>December<br/>2023</b> |                                                                                                          |
|-----------------------------------------------------------------------------------------------------------------------------|---------------------------|-------------------------------------------|-------------------------------------------|----------------------------------------------------------------------------------------------------------|
| Pendapatan                                                                                                                  | 19                        | 24,956,776                                | 23,210,384                                | Revenues                                                                                                 |
| Beban pokok pendapatan                                                                                                      | 20                        | <u>(18,519,276)</u>                       | <u>(16,104,690)</u>                       | Cost of revenues                                                                                         |
| <b>Laba kotor</b>                                                                                                           |                           | <b><u>6,437,500</u></b>                   | <b><u>7,105,694</u></b>                   | <b>Gross profit</b>                                                                                      |
| Beban penjualan                                                                                                             | 21a                       | (475,645)                                 | (513,936)                                 | Selling expenses                                                                                         |
| Beban umum<br>dan administrasi                                                                                              | 21b                       | (1,098,831)                               | (1,202,717)                               | General and<br>administrative expenses                                                                   |
| Pendapatan keuangan                                                                                                         |                           | 295,384                                   | 333,418                                   | Finance income                                                                                           |
| Beban keuangan                                                                                                              |                           | (17,275)                                  | (41,565)                                  | Finance costs                                                                                            |
| Bagian atas laba bersih<br>entitas asosiasi dan<br>ventura bersama                                                          | 11                        | 108,458                                   | 64,514                                    | Shares of net profit of<br>associates and<br>joint ventures                                              |
| Penghasilan<br>lain-lain, bersih                                                                                            | 22                        | <u>30,345</u>                             | <u>91,701</u>                             | Other income, net                                                                                        |
| <b>Laba sebelum pajak penghasilan</b>                                                                                       |                           | <b><u>5,279,936</u></b>                   | <b><u>5,837,109</u></b>                   | <b>Profit before income tax</b>                                                                          |
| Beban pajak penghasilan                                                                                                     | 23c                       | <u>(1,166,325)</u>                        | <u>(1,272,742)</u>                        | Income tax expenses                                                                                      |
| <b>Laba tahun berjalan</b>                                                                                                  |                           | <b><u>4,113,611</u></b>                   | <b><u>4,564,367</u></b>                   | <b>Profit for the year</b>                                                                               |
| <b>Penghasilan<br/>komprehensif lain</b>                                                                                    |                           |                                           |                                           | <b>Other comprehensive<br/>income</b>                                                                    |
| Pos-pos yang tidak akan<br>direklasifikasi ke laba rugi:                                                                    |                           |                                           |                                           | Items that will not be<br>reclassified to profit or loss:                                                |
| Perubahan nilai wajar dari<br>investasi ekuitas yang<br>diukur pada nilai wajar<br>melalui penghasilan<br>komprehensif lain |                           | (3,610)                                   | 475                                       | Changes in the<br>fair value equity<br>investment at fair<br>value through other<br>comprehensive income |
| Pengukuran kembali<br>imbalan pascakerja                                                                                    | 16b                       | 737                                       | (26,224)                                  | Remeasurement of<br>post-employment benefits                                                             |
| Pajak penghasilan terkait                                                                                                   | 23d                       | (204)                                     | 5,694                                     | Related income tax                                                                                       |
| Pos-pos yang akan<br>direklasifikasi ke laba rugi:                                                                          |                           |                                           |                                           | Items that will be<br>reclassified to profit or loss:                                                    |
| Bagian penghasilan<br>komprehensif lain<br>dari entitas asosiasi<br>dan ventura bersama                                     | 11                        | <u>1,437</u>                              | <u>30,111</u>                             | Share of other<br>comprehensive income<br>from associates<br>and joint ventures                          |
| <b>Penghasilan<br/>komprehensif lain tahun<br/>berjalan, setelah pajak</b>                                                  |                           | <b><u>(1,640)</u></b>                     | <b><u>10,056</u></b>                      | <b>Other comprehensive<br/>income for the<br/>year, net of tax</b>                                       |
| <b>Jumlah penghasilan<br/>komprehensif<br/>tahun berjalan</b>                                                               |                           | <b><u>4,111,971</u></b>                   | <b><u>4,574,423</u></b>                   | <b>Total comprehensive<br/>income for the<br/>year</b>                                                   |

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements

**PT PUPUK KALIMANTAN TIMUR  
DAN ENTITAS ANAK/AND SUBSIDIARIES**

**Lampiran 2/2 Schedule**

**LAPORAN LABA RUGI DAN PENGHASILAN  
KOMPREHENSIF LAIN KONSOLIDASIAN  
UNTUK TAHUN YANG BERAKHIR  
31 DESEMBER 2024**

(Dinyatakan dalam jutaan Rupiah,  
kecuali dinyatakan lain)

**CONSOLIDATED STATEMENT OF PROFIT OR  
LOSS AND OTHER COMPREHENSIVE INCOME  
FOR THE YEAR ENDED  
31 DECEMBER 2024**

(Expressed in millions of Rupiah,  
unless otherwise stated)

|                                                                           | <b>Catatan/<br/>Notes</b> | <b>31 Desember/<br/>December<br/>2024</b> | <b>31 Desember/<br/>December<br/>2023</b> |                                                                     |
|---------------------------------------------------------------------------|---------------------------|-------------------------------------------|-------------------------------------------|---------------------------------------------------------------------|
| <b>Laba tahun berjalan yang<br/>diatribusikan kepada:</b>                 |                           |                                           |                                           | <b>Profit for the year<br/>attributable to:</b>                     |
| Pemilik entitas induk                                                     |                           | 4,102,035                                 | 4,558,421                                 | Owners of the parent entity                                         |
| Kepentingan non-pengendali                                                |                           | <u>11,576</u>                             | <u>5,946</u>                              | Non-controlling interest                                            |
|                                                                           |                           | <b><u>4,113,611</u></b>                   | <b><u>4,564,367</u></b>                   |                                                                     |
| <b>Jumlah penghasilan<br/>komprehensif yang<br/>diatribusikan kepada:</b> |                           |                                           |                                           | <b>Total<br/>comprehensive income<br/>attributable to:</b>          |
| Pemilik entitas induk                                                     |                           | 4,100,636                                 | 4,568,477                                 | Owners of the parent entity                                         |
| Kepentingan non-pengendali                                                |                           | <u>11,335</u>                             | <u>5,946</u>                              | Non-controlling interest                                            |
|                                                                           |                           | <b><u>4,111,971</u></b>                   | <b><u>4,574,423</u></b>                   |                                                                     |
| <b>Laba bersih per saham yang<br/>diatribusikan kepada:</b>               |                           |                                           |                                           | <b>Earnings per share<br/>attributable to:</b>                      |
| Pemilik entitas induk - dasar<br>dan dilusian<br>(nilai penuh)            | 30                        | <u>233</u>                                | <u>259</u>                                | Owners of the parent<br>entity - basic and diluted<br>(full amount) |

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements

Lampiran 3 Schedule

LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN  
UNTUK TAHUN YANG BERAKHIR  
31 DESEMBER 2024

(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED  
31 DECEMBER 2024

(Expressed in millions of Rupiah, unless otherwise stated)

| Catatan/<br>Notes                                                                                                                                                | Distribusikan kepada pemilik entitas induk/Atributable to the owners of the parent entity |                                  |                              |                                                          |                  |                                                         |                                 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|----------------------------------|------------------------------|----------------------------------------------------------|------------------|---------------------------------------------------------|---------------------------------|
|                                                                                                                                                                  | Modal saham/<br>Share capital                                                             | Ekuitas lainnya/<br>Other equity | Saldo laba/Retained earnings | Penghasilan komprehensif lain/Other comprehensive income | Jumlah/<br>Total | Kepentingan non-pengendali/<br>Non-controlling Interest | Jumlah ekuitas/<br>Total equity |
|                                                                                                                                                                  | 8,800,000                                                                                 | (27,063)                         | 1,760,001                    | 9,705,976                                                | 34,355,506       | 23,064                                                  | 34,378,570                      |
| Saldo pada 1 Januari 2023                                                                                                                                        |                                                                                           |                                  | 14,116,592                   | 9,705,976                                                |                  |                                                         |                                 |
| Laba tahun berjalan                                                                                                                                              | -                                                                                         | -                                | 4,558,421                    | -                                                        | 4,558,421        | 5,946                                                   | 4,564,367                       |
| Dividen tunai                                                                                                                                                    | 18a                                                                                       | -                                | -                            | -                                                        | (8,750,000)      | (1,325)                                                 | (8,751,325)                     |
| Cadangan umum                                                                                                                                                    | 18a                                                                                       | -                                | 5,843,721                    | -                                                        | (5,843,721)      | -                                                       | -                               |
| Penghasilan komprehensif lain, setelah pajak:<br>Perubahan nilai wajar dari investasi ekuitas yang diukur pada nilai wajar melalui penghasilan komprehensif lain |                                                                                           | -                                | -                            | 475                                                      | 475              | -                                                       | 475                             |
| Bagian penghasilan komprehensif lain dari entitas asosiasi dan ventura bersama                                                                                   |                                                                                           | -                                | -                            | 30,111                                                   | 30,111           | -                                                       | 30,111                          |
| Pengukuran kembali imbalan pascakerja                                                                                                                            |                                                                                           | -                                | -                            | (20,530)                                                 | (20,530)         | -                                                       | (20,530)                        |
| Saldo pada 31 Desember 2023                                                                                                                                      | 8,800,000                                                                                 | (27,063)                         | 7,603,722                    | 9,716,032                                                | 30,173,983       | 27,695                                                  | 30,201,668                      |
| Laba tahun berjalan                                                                                                                                              | -                                                                                         | -                                | 4,102,035                    | -                                                        | 4,102,035        | 11,576                                                  | 4,113,611                       |
| Dividen tunai                                                                                                                                                    | 18a                                                                                       | -                                | -                            | -                                                        | (1,304,545)      | (2,246)                                                 | (1,306,791)                     |
| Cadangan umum                                                                                                                                                    | 18a                                                                                       | -                                | 3,253,862                    | -                                                        | (3,253,862)      | -                                                       | -                               |
| Penghasilan komprehensif lain, setelah pajak:<br>Perubahan nilai wajar dari investasi ekuitas yang diukur pada nilai wajar melalui penghasilan komprehensif lain |                                                                                           | -                                | -                            | (3,610)                                                  | (3,610)          | -                                                       | (3,610)                         |
| Bagian penghasilan komprehensif lain dari entitas asosiasi dan ventura bersama                                                                                   |                                                                                           | -                                | -                            | 1,437                                                    | 1,437            | -                                                       | 1,437                           |
| Pengukuran kembali imbalan pascakerja                                                                                                                            |                                                                                           | -                                | -                            | 774                                                      | 774              | (241)                                                   | 533                             |
| Saldo pada 31 Desember 2024                                                                                                                                      | 8,800,000                                                                                 | (27,063)                         | 10,857,584                   | 9,714,633                                                | 32,970,074       | 36,774                                                  | 33,006,848                      |

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements

**PT PUPUK KALIMANTAN TIMUR  
DAN ENTITAS ANAK/AND SUBSIDIARIES**

**Lampiran 4 Schedule**

**LAPORAN ARUS KAS KONSOLIDASIAN  
UNTUK TAHUN YANG BERAKHIR  
31 DESEMBER 2024**

(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

**CONSOLIDATED STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED  
31 DECEMBER 2024**

(Expressed in millions of Rupiah, unless otherwise stated)

|                                                                     | <u>31 Desember/<br/>December<br/>2024</u> | <u>31 Desember/<br/>December<br/>2023</u> |                                                               |
|---------------------------------------------------------------------|-------------------------------------------|-------------------------------------------|---------------------------------------------------------------|
| <b>Arus kas dari aktivitas operasi</b>                              |                                           |                                           | <b>Cash flows from<br/>operating activities</b>               |
| Penerimaan dari pelanggan                                           | 20,367,794                                | 19,816,802                                | Receipts from customers                                       |
| Penerimaan subsidi dari Pemerintah                                  | 5,498,518                                 | 2,737,095                                 | Subsidy receipts from<br>the Government                       |
| Penerimaan pendapatan keuangan                                      | 295,384                                   | 333,418                                   | Receipts of finance income                                    |
| Pembayaran kepada pemasok                                           | (16,636,444)                              | (14,166,171)                              | Payments to suppliers                                         |
| Pembayaran pajak penghasilan badan                                  | (1,100,006)                               | (4,242,440)                               | Payments of corporate income tax                              |
| Pembayaran biaya karyawan                                           | (1,516,794)                               | (1,991,151)                               | Payments of employee costs                                    |
| Pembayaran biaya keuangan                                           | (46,152)                                  | (12,688)                                  | Payments of finance costs                                     |
| <b>Arus kas bersih yang diperoleh<br/>dari aktivitas operasi</b>    | <u><b>6,862,300</b></u>                   | <u><b>2,474,865</b></u>                   | <b>Net cash flows provided from<br/>operating activities</b>  |
| <b>Arus kas dari aktivitas investasi</b>                            |                                           |                                           | <b>Cash flows from<br/>investing activities</b>               |
| Pembelian aset tetap dan<br>properti investasi                      | (2,451,651)                               | (2,079,884)                               | Purchases of fixed assets and<br>investment properties        |
| Pembayaran uang muka untuk<br>pembelian aset tetap                  | (44,506)                                  | (143,414)                                 | Payments of advances for<br>purchases of fixed assets         |
| Pencairan aset keuangan<br>lancar lainnya                           | 2,626,127                                 | -                                         | Withdrawal of other<br>current financial assets               |
| Penempatan aset keuangan<br>lancar lainnya                          | (4,373,819)                               | (3,575,000)                               | Placement of other current<br>financial assets                |
| Pinjaman kepada pihak berelasi                                      | 15,886                                    | (26,500)                                  | Loan to related party                                         |
| Pelunasan pinjaman pihak berelasi                                   | 42,678                                    | -                                         | Proceeds from Loan to related party                           |
| Penerimaan dividen                                                  | 42,678                                    | 34,919                                    | Receipts of dividends                                         |
| <b>Arus kas bersih yang digunakan<br/>untuk aktivitas investasi</b> | <u><b>(4,185,285)</b></u>                 | <u><b>(5,789,879)</b></u>                 | <b>Net cash flows used in<br/>investing activities</b>        |
| <b>Arus kas dari aktivitas pendanaan</b>                            |                                           |                                           | <b>Cash flows from<br/>financing activities</b>               |
| Penerimaan pinjaman jangka pendek                                   | 1,079,944                                 | 1,599,085                                 | Proceeds from short-term loans                                |
| Pembayaran pinjaman jangka pendek                                   | (2,516,603)                               | (9,725)                                   | Repayments of short-term loans                                |
| Penerimaan pinjaman jangka panjang                                  | -                                         | 1,813                                     | Proceeds from long-term loans                                 |
| Pembayaran pinjaman jangka panjang                                  | (2,176)                                   | (1,813)                                   | Repayments of long-term loans                                 |
| Pembayaran liabilitas sewa                                          | (78,311)                                  | (63,589)                                  | Payments of lease liabilities                                 |
| Pembayaran dividen                                                  | (1,304,545)                               | (8,750,000)                               | Dividends paid                                                |
| Pembayaran dividen kas kepada<br>kepentingan non-pengendali         | (2,246)                                   | (1,325)                                   | Cash dividends paid<br>to non-controlling interest            |
| <b>Arus kas bersih yang digunakan<br/>untuk aktivitas pendanaan</b> | <u><b>(2,823,937)</b></u>                 | <u><b>(7,225,554)</b></u>                 | <b>Net cash flows used in<br/>financing activities</b>        |
| <b>Penurunan bersih<br/>kas dan setara kas</b>                      | <b>(146,922)</b>                          | <b>(10,540,568)</b>                       | <b>Net decrease in<br/>cash and cash equivalents</b>          |
| <b>Kas dan setara kas<br/>pada awal tahun</b>                       | <b>3,151,990</b>                          | <b>13,991,571</b>                         | <b>Cash and cash equivalents<br/>at beginning of the year</b> |
| Pengaruh perubahan<br>kurs mata uang asing                          | 19,599                                    | (299,013)                                 | Effect of foreign<br>exchange rate changes                    |
| <b>Kas dan setara kas<br/>pada akhir tahun</b>                      | <u><b>3,024,667</b></u>                   | <u><b>3,151,990</b></u>                   | <b>Cash and cash equivalents<br/>at end of the year</b>       |

Tambahan informasi terkait transaksi nonkas  
disajikan pada Catatan 28

Additional information relating to non-cash  
transactions is presented in Note 28

Catatan atas laporan keuangan konsolidasian terlampir  
merupakan bagian yang tidak terpisahkan dari laporan  
keuangan konsolidasian

The accompanying notes to the consolidated financial  
statements form an integral part of these  
consolidated financial statements

**PT PUPUK KALIMANTAN TIMUR  
DAN ENTITAS ANAK/AND SUBSIDIARIES**

**Lampiran 5/1 Schedule**

**CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN  
UNTUK TAHUN YANG BERAKHIR  
31 DESEMBER 2024**

(Dinyatakan dalam jutaan Rupiah,  
kecuali dinyatakan lain)

**NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS  
FOR THE YEAR ENDED  
31 DECEMBER 2024**

(Expressed in millions of Rupiah,  
unless otherwise stated)

**1. INFORMASI UMUM**

**a. Pendirian dan informasi umum**

PT Pupuk Kalimantan Timur ("Perusahaan" atau "PKT") didirikan berdasarkan Akta Notaris No. 15 tanggal 7 Desember 1977 oleh Januar Hamid, S.H., Notaris di Jakarta, yang diubah berdasarkan Akta Notaris No. 43 tanggal 21 Desember 1978 oleh Notaris yang sama. Akta pendirian dan perubahannya telah mendapat pengesahan dari Menteri Kehakiman Republik Indonesia dalam Surat Keputusan No. Y.A.5/5/11 tanggal 16 Januari 1979, dan diumumkan dalam Tambahan Berita Negara No. 29 tanggal 10 April 1979. Anggaran Dasar Perusahaan telah mengalami beberapa kali perubahan, dengan perubahan terakhir dibuat melalui Akta Notaris No. 3, tanggal 4 Desember 2024 oleh Lumassia, S.H., Notaris di Jakarta sehubungan dengan perubahan klasifikasi saham dan Anggaran Dasar Perusahaan, serta hibah saham Seri A Dwiwarna kepada Pemerintah Republik Indonesia. Perubahan ini telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan Surat Keputusan No. AHU-AH.01.03-0003759 tanggal 13 Januari 2025.

Sesuai dengan Pasal 3 Anggaran Dasar Perusahaan, ruang lingkup kegiatan Perusahaan adalah turut melaksanakan dan menunjang kebijaksanaan dan program Pemerintah di bidang ekonomi dan pembangunan nasional pada umumnya, dan khususnya di bidang industri, perdagangan, jasa dan angkutan.

Perusahaan memulai kegiatan komersial sejak bulan Mei 1985. Perusahaan berkedudukan dan berkantor pusat di Bontang, Kalimantan Timur.

Perusahaan memproduksi amonia, pupuk urea, Nitrogen Phosphate Kalium ("NPK") dan produk sampingnya serta utilitas. Saat ini, Perusahaan mempunyai lima unit pabrik pupuk urea, lima unit pabrik amonia dan dua unit pabrik NPK. Perusahaan memasarkan hasil produksinya ke dalam dan luar negeri. Perusahaan juga mengoperasikan pelabuhan pupuk dan amonia yang berlokasi di Bontang, Kalimantan Timur.

Entitas induk langsung Perusahaan adalah PT Pupuk Indonesia (Persero), perusahaan yang didirikan di Indonesia dan yang dimiliki oleh Pemerintah Republik Indonesia.

**1. GENERAL INFORMATION**

**a. Establishment and general information**

PT Pupuk Kalimantan Timur (the "Company" or "PKT") was established based on Notarial Deed No. 15 dated 7 December 1977, of Januar Hamid, S.H., a Notary in Jakarta, as amended by Notarial Deed No. 43 dated 21 December 1978, of the same Notary. The deed of establishment and its amendments were approved by the Minister of Justice of the Republic of Indonesia in Decree No. Y.A.5/5/11, dated 16 January 1979, and were published in the supplement of State Gazette No. 29 dated 10 April 1979. The Company's Articles of Association have been amended several times, with the latest amendment was made based on Notarial Deed No. 3, dated 4 December 2024 of Lumassia, S.H., a Notary in Jakarta concerning changes to the Company's share classification and Articles of Association, as well as the grant of Series A Dwiwarna shares to the Government of the Republic of Indonesia. These changes have been approved by the Minister of Law and Human Rights of the Republic of Indonesia through Decision Letter No. AHU-AH.01.03-0003759 dated 13 January 2025.

In accordance with Article 3 of the Company's Articles of Association, the scope of the Company's activities involves implementing and supporting the policies and programmes of the Government in the areas of the economy and national development in general, and especially in the fields of industry, trade, service and transportation in particular.

The Company started its commercial operations in May 1985. The Company's head office is located at Bontang, East Kalimantan.

The Company engages in the production of ammonia, urea, Nitrogen Phosphate Kalium ("NPK") fertiliser and its by-products, and also utilities. Currently, the Company has five units of urea plants, five units of ammonia plants and two units of NPK plants. The Company markets its products domestically and internationally. The Company also operates a fertiliser and ammonia seaport, located at Bontang, East Kalimantan.

The Company's immediate parent entity is PT Pupuk Indonesia (Persero), a company that is incorporated in Indonesia and which is ultimately owned by the Government of the Republic of Indonesia.



**PT PUPUK KALIMANTAN TIMUR  
DAN ENTITAS ANAK/AND SUBSIDIARIES**

**Lampiran 5/2 Schedule**

**CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN  
UNTUK TAHUN YANG BERAKHIR  
31 DESEMBER 2024**

(Dinyatakan dalam jutaan Rupiah,  
kecuali dinyatakan lain)

**NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS  
FOR THE YEAR ENDED  
31 DECEMBER 2024**

(Expressed in millions of Rupiah,  
unless otherwise stated)

**1. INFORMASI UMUM (lanjutan)**

**a. Pendirian dan informasi umum (lanjutan)**

Susunan Dewan Komisaris dan Direksi Perusahaan pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

|                        | <u>31 Desember/<br/>December 2024</u> |
|------------------------|---------------------------------------|
| <b>Dewan Komisaris</b> |                                       |
| Komisaris Utama        | Andhi Nirwanto                        |
| Komisaris Independen   | Sukardi Rinakit                       |
| Komisaris Independen   | Eka Sastra                            |
| Komisaris Independen   | Musthofa*)                            |
| Komisaris Independen   | Gustaaf AC Patty                      |
| Komisaris Independen   | Etha Rimba Paembonan                  |
| <b>Dewan Direksi</b>   |                                       |
| Direktur Utama         | Budi Wahyu Soesilo                    |
| Direktur Operasi       | F. Purwanto                           |
| Direktur Pengembangan  | Hanggara Patrianta                    |
| Direktur Keuangan      | Qomaruzzaman                          |
| dan Umum               |                                       |
| Direktur Manajemen     | Qomaruzzaman                          |
| Risiko                 |                                       |

Susunan Komite Audit Perusahaan pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

\*) Berdasarkan Akta Notaris No. 2 tanggal 27 April 2020, Dewan Komisaris atas nama Bapak Musthofa telah berakhir masa jabatannya pada tanggal 27 April 2025.

|                     | <u>31 Desember/<br/>December 2024</u> |
|---------------------|---------------------------------------|
| <b>Komite Audit</b> |                                       |
| Ketua               | Eka Sastra                            |
| Anggota             | Patria Sugeng K.                      |
| Anggota             | Wahyu Supriyanto                      |

Pada tanggal 31 Desember 2024 dan 2023, Perusahaan dan entitas anak memiliki karyawan tetap masing-masing sebanyak 1.365 dan 1.360 karyawan (tidak diaudit).

Pada laporan keuangan konsolidasian ini, Perusahaan dan entitas anak secara keseluruhan dirujuk sebagai "Grup". Pada tanggal 31 Desember 2024 dan 2023, struktur Grup adalah sebagai berikut:

| No.                                       | Entitas anak/<br>Subsidiary | Mulai beroperasi<br>komersial/<br>Commencement<br>of commercial<br>operation | Jenis usaha/<br>Business type                                                                                                                                                                                   | Persentase<br>kepemilikan<br>saham/<br>Percentage<br>of ownership | Jumlah aset (sebelum eliminasi)/<br>Total assets (before elimination) |           | Lokasi/<br>Location                       |
|-------------------------------------------|-----------------------------|------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|-----------------------------------------------------------------------|-----------|-------------------------------------------|
|                                           |                             |                                                                              |                                                                                                                                                                                                                 |                                                                   | 2024                                                                  | 2023      |                                           |
| <b>Penyertaan langsung/Direct</b>         |                             |                                                                              |                                                                                                                                                                                                                 |                                                                   |                                                                       |           |                                           |
| 1.                                        | PT Kaltim Industrial Estate | 1991                                                                         | Pengelolaan kawasan industri, penyediaan lahan industri serta fasilitas dan sarana prasarana pendukung/<br>Industrial estate management, provision of industrial land and support facilities and infrastructure | 99.99                                                             | 1,291,506                                                             | 1,219,601 | Bontang, Kalimantan Timur/East Kalimantan |
| <b>Penyertaan tidak langsung/Indirect</b> |                             |                                                                              |                                                                                                                                                                                                                 |                                                                   |                                                                       |           |                                           |
| 1.                                        | PT Kaltim Jasa Sekuriti     | 2002                                                                         | Penyediaan jasa pengamanan/<br>Security service provider                                                                                                                                                        | 70.00                                                             | 50,157                                                                | 37,953    | Bontang, Kalimantan Timur/East Kalimantan |
| 2.                                        | PT Kaltim Adhiguna Dermaga  | 1988                                                                         | Penyedia jasa bongkar muat/<br>Provider of loading and unloading service                                                                                                                                        | 50.99                                                             | 78,756                                                                | 53,754    | Bontang, Kalimantan Timur/East Kalimantan |

**1. GENERAL INFORMATION (continued)**

**a. Establishment and general information (continued)**

The composition of the Company's Boards of Commissioners and Directors as at 31 December 2024 and 2023 was as follows:

|                               | <u>31 Desember/<br/>December 2023</u> |
|-------------------------------|---------------------------------------|
| <b>Board of Commissioners</b> |                                       |
| President Commissioner        | Andhi Nirwanto                        |
| Independent Commissioner      | Sukardi Rinakit                       |
| Independent Commissioner      | Eka Sastra                            |
| Independent Commissioner      | Musthofa                              |
| Independent Commissioner      | Gustaaf AC Patty                      |
| Independent Commissioner      | Sigit Hardwinarto                     |
| <b>Board of Directors</b>     |                                       |
| President Director            | Budi Wahyu Soesilo                    |
| Director of Operation         | F. Purwanto                           |
| Director of Development       | Hanggara Patrianta                    |
| Finance and General           | Qomaruzzaman                          |
| Director                      |                                       |
| Risk Management               | -                                     |
| Director                      |                                       |

The composition of the Company's Audit Committee as at 31 December 2024 and 2023 was as follows:

\*) Based on the Notarial Deed No. 2 dated 27 April 2020, the Independent Commissioner by the name of Mr. Musthofa has expired his term of office on 27 April 2025.

|                         | <u>31 Desember/<br/>December 2023</u> |
|-------------------------|---------------------------------------|
| <b>Audit Committees</b> |                                       |
| Chairman                | Eka Sastra                            |
| Member                  | Wahyu Tantular T. K.                  |
| Member                  | Jemitra                               |

As at 31 December 2024 and 2023, the Company and its subsidiaries had 1,365 and 1,360 permanent employees (unaudited), respectively.

In these consolidated financial statements, the Company and its subsidiaries are collectively referred to as the "Group". As at 31 December 2024 and 2023, the structure of the Group was as follows:

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**Lampiran 5/3 Schedule**

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**2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL**

Berikut ini adalah kebijakan akuntansi material yang diterapkan oleh Grup dalam penyusunan laporan keuangan konsolidasian.

**a. Dasar penyusunan laporan keuangan konsolidasian**

Laporan keuangan konsolidasian ini telah disusun sesuai dengan Standar Akuntansi Keuangan di Indonesia, yang mencakup Pernyataan Standar Akuntansi Keuangan ("PSAK") dan Interpretasi Standar Akuntansi Keuangan ("ISAK").

Laporan keuangan konsolidasian disusun berdasarkan konsep harga perolehan kecuali untuk akun tertentu yang disusun berdasarkan pengukuran lain yang dijelaskan dalam masing-masing kebijakan akuntansi. Laporan keuangan konsolidasian juga disusun atas dasar konsep akrual, kecuali untuk laporan arus kas konsolidasian.

Laporan arus kas konsolidasian disusun dengan menggunakan metode langsung dengan mengelompokkan arus kas ke dalam aktivitas operasi, investasi dan pendanaan.

Angka dalam laporan keuangan konsolidasian ini, dibulatkan dan disajikan dalam jutaan Rupiah ("Rp"), kecuali dinyatakan lain.

Penyusunan laporan keuangan konsolidasian sesuai dengan Standar Akuntansi Keuangan di Indonesia mengharuskan penggunaan estimasi dan asumsi. Hal tersebut juga mengharuskan Manajemen untuk membuat pertimbangan dalam proses penerapan kebijakan akuntansi Grup. Area yang kompleks atau memerlukan tingkat pertimbangan yang lebih tinggi atau area dimana asumsi dan estimasi dapat berdampak signifikan terhadap laporan keuangan konsolidasian diungkapkan di Catatan 3.

Kecuali dijelaskan pada Catatan 2b di bawah, kebijakan akuntansi telah diterapkan secara konsisten dengan laporan keuangan konsolidasian untuk tahun yang berakhir 31 Desember 2023 yang telah sesuai dengan Standar Akuntansi Keuangan di Indonesia.

**b. Perubahan pada PSAK dan ISAK**

Mulai dari 1 Januari 2024, referensi terhadap masing-masing PSAK dan ISAK telah diubah sesuai dengan penerbitan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia ("DSAK-IAI").

**2. MATERIAL ACCOUNTING POLICY INFORMATION**

*Presented below are the material accounting policies adopted in preparing the consolidated financial statements of the Group.*

**a. Basis of preparation of the consolidated financial statements**

*The consolidated financial statements have been prepared in accordance with Indonesian Financial Accounting Standards, including Statements of Financial Accounting Standards ("SFAS") and Interpretations of Financial Accounting Standards ("IFAS").*

*The consolidated financial statements have been prepared on the basis of the historical cost concept, except for certain accounts that have been prepared based on other measurements as described in the respective accounting policies. The consolidated financial statements have also been prepared on the basis of the accrual concept, except for the consolidated statement of cash flows.*

*The consolidated statement of cash flows is prepared using the direct method by classifying the cash flows on the basis of operating, investing, and financing activities.*

*Figures in the consolidated financial statements are rounded to and stated in millions of Rupiah ("Rp"), unless otherwise specified.*

*The preparation of consolidated financial statements in conformity with Indonesian Financial Accounting Standards requires the use of certain critical accounting estimates and assumptions. It also requires management to exercise its judgement in the process of applying the Group's accounting policies. The areas involving a higher degree of judgement or complexity, or the areas where assumptions and estimates are significant to the consolidated financial statements, are disclosed in Note 3.*

*Except as described in Note 2b below, the accounting policies applied are consistent with those of the consolidated financial statements for the year ended 31 December 2023, which conform to Indonesian Financial Accounting Standards.*

**b. Changes to the SFAS and IFAS**

*Beginning 1 January 2024, references to the individual SFAS and IFAS have been changed as published by the Financial Accounting Standards Boards of the Indonesian Institute of Accountants ("DSAK-IAI").*

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**2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL  
(lanjutan)**

**b. Perubahan pada PSAK dan ISAK (lanjutan)**

Implementasi dari amendemen standar dibawah ini, yang berlaku efektif sejak tanggal 1 Januari 2024, tidak menghasilkan perubahan signifikan atas kebijakan akuntansi Grup dan tidak memiliki dampak material terhadap jumlah yang dilaporkan di periode berjalan atau sebelumnya:

- Amendemen PSAK 201 "Penyajian Laporan Keuangan" tentang kewajiban diklasifikasikan sebagai lancar atau tidak lancar;
- Amendemen PSAK 201 "Penyajian Laporan Keuangan" tentang liabilitas jangka panjang dengan kovenan;
- Amendemen PSAK 207 "Laporan Arus Kas" dan amendemen PSAK 107 "Instrumen Keuangan: Pengungkapan" tentang pengaturan pembiayaan pemasok.
- Amendemen PSAK 116 "Sewa" tentang liabilitas sewa pada transaksi jual dan sewa-balik;

Standar baru dan amendemen yang telah diterbitkan, namun baru berlaku efektif untuk tahun buku yang dimulai pada atau setelah 1 Januari 2025, tapi penerapan dini diperkenankan, adalah sebagai berikut:

- PSAK 117 "Kontrak Asuransi";
- Amendemen PSAK 117 "Kontrak Asuransi" tentang penerapan awal PSAK 117 dan PSAK 109 - informasi komparatif;
- Amendemen PSAK 221 "Pengaruh Perubahan Kurs Valuta Asing" tentang kekurangan ketertukaran.

Pada tanggal laporan keuangan konsolidasian ini, Grup sedang mempelajari dampak yang mungkin timbul dari penerapan standar baru, amendemen dan interpretasi pada laporan keuangan konsolidasian Grup.

**c. Prinsip-prinsip konsolidasi dan akuntansi ekuitas**

**(i) Entitas anak**

Entitas anak adalah seluruh entitas (termasuk entitas terstruktur) dimana Grup memiliki pengendalian. Grup mengendalikan entitas lain ketika Grup terekspos atas, atau memiliki hak untuk, pengembalian yang bervariasi dari keterlibatannya dengan entitas dan memiliki kemampuan untuk mempengaruhi pengembalian tersebut melalui kekuasaannya atas entitas tersebut. Entitas anak dikonsolidasikan secara penuh sejak tanggal dimana pengendalian dialihkan kepada Grup. Entitas anak tidak dikonsolidasikan lagi sejak tanggal dimana Grup kehilangan pengendalian.

**2. MATERIAL ACCOUNTING POLICY INFORMATION  
(continued)**

**b. Changes to the SFAS and IFAS (continued)**

The implementation of the following amended standards which are effective from 1 January 2024 did not result in significant changes to the Group's accounting policies and had no material effect on the amounts reported for current or prior financial periods:

- The amendments to SFAS 201 "Presentation of Financial Statements" about the classification of liabilities as current or non-current;
- The amendments to SFAS 201 "Presentation of Financial Statements" about non-current liabilities with covenants;
- The amendments to SFAS 207 "Statement of Cash Flows" and amendments SFAS 107 "Financial Instruments: Disclosures" about supplier finance arrangements.
- The amendments to SFAS 116 "Leases" about lease liability in a sale and leaseback;

New standard and amendments issued but only effective for financial years beginning on or after 1 January 2025, but early adoption is permitted, are as follows:

- SFAS 117 "Insurance Contracts";
- The amendments to SFAS 117 "Insurance Contracts" about initial application of SFAS 117 and SFAS 109 - comparative information;
- The amendments to to SFAS 221 "Foreign Exchange Rates" about lack of exchangeability.

As at the date of these consolidated financial statements, the Group is evaluating the potential impact of these new standards, amendments and interpretations on the Group's consolidated financial statements.

**c. Principles of consolidation and equity accounting**

**(i) Subsidiaries**

The subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has the rights to, variable returns from its involvement with the entity and when it has the ability to affect those returns through its power over the entity. The subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date on which that control ceases.

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**2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL  
(lanjutan)**

**c. Prinsip-prinsip konsolidasi dan akuntansi ekuitas  
(lanjutan)**

**(i) Entitas anak (lanjutan)**

Kepentingan non-pengendali disajikan di ekuitas dalam laporan posisi keuangan konsolidasian, terpisah dari ekuitas pemilik entitas induk.

Transaksi antar perusahaan, saldo dan keuntungan yang belum direalisasi atas transaksi antara Perusahaan grup dieliminasi. Kerugian yang belum direalisasi juga dieliminasi. Jika diperlukan, nilai yang dilaporkan oleh entitas anak telah diubah untuk menyesuaikan dengan kebijakan akuntansi yang diadopsi oleh Grup.

**(ii) Entitas asosiasi**

Entitas asosiasi adalah seluruh entitas dimana Grup memiliki pengaruh signifikan namun bukan pengendalian, biasanya melalui kepemilikan hak suara antara 20% dan 50%. Investasi pada entitas asosiasi dicatat dengan metode ekuitas (lihat Catatan 2c(iv) dibawah), setelah pada awalnya diakui pada nilai perolehan.

**(iii) Pengaturan bersama**

Menurut PSAK 111, pengaturan bersama diklasifikasikan sebagai operasi bersama atau ventura bersama bergantung pada hak dan kewajiban kontraktual para investor. Pada tanggal pelaporan, Grup memiliki ventura bersama. Ventura bersama dicatat menggunakan metode ekuitas (lihat Catatan 2c(iv) dibawah).

**(iv) Metode akuntansi ekuitas**

Sesuai metode ekuitas, investasi pada awalnya dicatat pada biaya perolehan dan selanjutnya disesuaikan untuk mengakui bagian investor atas laba rugi pasca akuisisi dari *investee* atas laba rugi, dan bagiannya dalam pergerakan pendapatan komprehensif lain dari *investee* atas pendapatan komprehensif lain.

**2. MATERIAL ACCOUNTING POLICY INFORMATION  
(continued)**

**c. Principles of consolidation and equity accounting  
(continued)**

**(i) Subsidiaries (continued)**

*Non-controlling interest is reported as equity in the consolidated statement of financial position, separate from the owner of the parent's equity.*

*Intercompany transactions, balances and unrealised gains on transactions between Group companies are eliminated. Unrealised losses are also eliminated. When necessary amounts reported by subsidiaries have been adjusted to conform to the Group's accounting policies.*

**(ii) Associates**

*Associates are all entities over which the Group has significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Investments in associates are accounted for using the equity method (see Note 2c(iv) below), after initially being recognised at cost.*

**(iii) Joint arrangements**

*Under SFAS 111, investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations of each investor. At the reporting date, the Group has joint ventures. Joint ventures are accounted for using the equity method (see Note 2c(iv) below).*

**(iv) Equity method of accounting**

*Under the equity method, the investment is initially recognised at cost and adjusted thereafter to recognise the investor's share of the post-acquisition profits or losses of the investee in profit or loss, and its share of movements in other comprehensive income of the investee in other comprehensive income.*

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**2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL  
(lanjutan)**

**c. Prinsip-prinsip konsolidasi dan akuntansi ekuitas  
(lanjutan)**

**(iv) Metode akuntansi ekuitas (lanjutan)**

Jika bagian Grup atas kerugian entitas asosiasi atau ventura bersama sama dengan atau melebihi kepentingannya pada entitas asosiasi atau ventura bersama, termasuk piutang tanpa agunan, Grup menghentikan pengakuan bagian kerugiannya, kecuali Grup memiliki kewajiban atau melakukan pembayaran atas nama entitas asosiasi atau ventura bersama.

Keuntungan yang belum terealisasi atas transaksi antara Grup dengan entitas asosiasi dan ventura bersama dieliminasi sebesar kepentingan Grup dalam entitas-entitas tersebut. Kerugian yang belum terealisasi juga dieliminasi kecuali transaksi tersebut memberikan bukti adanya penurunan nilai aset yang dialihkan. Kebijakan akuntansi entitas asosiasi dan ventura bersama telah diubah jika diperlukan untuk memastikan konsistensi dari kebijakan yang diterapkan oleh Grup.

Laba atau rugi yang dihasilkan dari transaksi hulu dan hilir antara Grup dengan entitas asosiasi dan ventura bersama diakui dalam laporan keuangan konsolidasian Grup hanya sebesar bagian investor lain dalam entitas asosiasi.

Dividen yang diterima dan yang akan diterima dari entitas asosiasi atau ventura bersama diakui sebagai pengurang jumlah tercatat investasi.

Pada setiap tanggal pelaporan, Grup menentukan apakah terdapat bukti objektif bahwa telah terjadi penurunan nilai pada investasi pada entitas asosiasi. Jika demikian, maka nilai tercatat dari investasi yang dicatat dengan akuntansi ekuitas diuji untuk penurunan nilai sesuai dengan kebijakan yang dijelaskan pada Catatan 2m.

**2. MATERIAL ACCOUNTING POLICY INFORMATION  
(continued)**

**c. Principles of consolidation and equity accounting  
(continued)**

**(iv) Equity method of accounting (continued)**

*When the Group's share of losses in an associate or joint venture equals or exceeds its interest in the associate or joint venture, including any other unsecured receivables, the Group does not recognise further losses, unless it has incurred legal or constructive obligations or made payments on behalf of the associate or joint venture.*

*Unrealised gains on transactions between the group and its associates and joint ventures are eliminated to the extent of the group's interest in these entities. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of the associates and joint ventures have been changed where necessary to ensure consistency with the policies adopted by the Group.*

*Profits and losses resulting from upstream and downstream transactions between the Group and its associates and joint venture are recognised in the Group's consolidated financial statements only for the portion of other investors' interest in the associates.*

*Dividends received or receivable from associates or joint ventures are recognised as reduction in the carrying amount of the investment.*

*The Group determines at each reporting date whether there is any objective evidence that the investment in the associate is impaired. If this is the case, the carrying amount of the equity accounting investments is tested for impairment in accordance with the policy described in Note 2m.*



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**2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL  
(lanjutan)**

**c. Prinsip-prinsip konsolidasi dan akuntansi ekuitas  
(lanjutan)**

**(v) Perubahan kepemilikan**

Grup memperlakukan transaksi dengan kepentingan non-pengendali yang tidak mengakibatkan hilangnya kontrol sebagai transaksi dengan pemilik ekuitas Grup. Perubahan dalam kepemilikan menghasilkan penyesuaian antara nilai tercatat dari kepentingan pengendali dan non-pengendali untuk mencerminkan kepentingan relatifnya di anak perusahaan. Selisih antara jumlah penyesuaian untuk kepentingan non-pengendali dan pertimbangan yang dibayarkan atau diterima diakui dalam cadangan terpisah dalam ekuitas yang dapat diatribusikan kepada pemilik Grup.

Ketika Grup tidak lagi mengkonsolidasikan atau mencatat menggunakan metode ekuitas untuk investasi karena hilangnya pengendalian, pengendalian bersama atau pengaruh signifikan, maka kepentingan yang masih tersisa atas entitas diukur kembali berdasarkan nilai wajarnya, dan perubahan nilai tercatat diakui dalam laporan laba rugi. Nilai tercatat awal adalah sebesar nilai wajar untuk kepentingan pengukuran kembali kepentingan yang tersisa sebagai entitas asosiasi, ventura bersama atau aset keuangan. Di samping itu, jumlah yang sebelumnya diakui pada pendapatan komprehensif lain sehubungan dengan entitas tersebut dicatat seolah-olah Grup telah melepas aset atau liabilitas terkait. Hal ini dapat berarti bahwa jumlah yang sebelumnya diakui pada pendapatan komprehensif lain direklasifikasi ke laporan laba rugi.

Jika kepemilikan saham pada ventura bersama atau perusahaan asosiasi berkurang namun pengendalian bersama atau pengaruh signifikan dipertahankan, hanya sebagian proporsional dari jumlah yang telah diakui sebelumnya dalam pendapatan komprehensif lain yang direklasifikasi ke laba atau rugi jika diperlukan.

**d. Aset keuangan**

**Klasifikasi, pengakuan dan pengukuran**

Grup mengklasifikasikan aset keuangan dalam kategori sebagai berikut:

- (i) Aset keuangan yang diukur dengan biaya diamortisasi; dan
- (ii) Aset keuangan yang diukur dengan nilai wajar melalui laba rugi atau melalui penghasilan komprehensif lain.

**2. MATERIAL ACCOUNTING POLICY INFORMATION  
(continued)**

**c. Principles of consolidation and equity accounting  
(continued)**

**(v) Changes in ownership interests**

The Group treats transactions with non-controlling interests that do not result in a loss of control as transactions with equity owners of the Group. A change in ownership interest results in an adjustment between the carrying amounts of the controlling and non-controlling interests to reflect their relative interests in the subsidiary. Any difference between the amount of the adjustment to non-controlling interests and any consideration paid or received is recognised in a separate reserve within equity attributable to owners of the Group.

When the Group ceases to consolidate or equity account for an investment because of a loss of control, joint control or significant influence, any retained interest in the entity is remeasured to its fair value at the date when the control is lost, with the change in carrying amount recognised in profit or loss. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

If the ownership interest in a joint venture or an associate is reduced but joint control or significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income are reclassified to profit or loss where appropriate.

**d. Financial assets**

**Classification, recognition, and measurement**

The Group classifies its financial assets into the following categories:

- (i) Financial assets at amortised cost; and
- (ii) Financial assets at fair value through profit or loss ("FVTPL") or fair value through other comprehensive income ("FVOCI").

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**Lampiran 5/8 Schedule**

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**2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL  
(lanjutan)**

**d. Aset keuangan (lanjutan)**

**Klasifikasi, pengakuan dan pengukuran (lanjutan)**

Grup menentukan klasifikasi aset keuangan tersebut pada pengakuan awal.

Untuk investasi pada instrumen ekuitas yang bukan termasuk dimiliki untuk diperdagangkan, tergantung apakah Grup telah melakukan pemilihan yang tidak dapat dibatalkan pada saat pengakuan awal untuk instrumen ekuitas yang diukur dengan nilai wajar melalui penghasilan komprehensif lain.

Grup melakukan reklasifikasi instrumen utang jika dan hanya jika terdapat perubahan model bisnis atas aset keuangan tersebut.

Pada tanggal 31 Desember 2024 dan 2023, Grup memiliki aset keuangan yang diklasifikasikan pada biaya perolehan yang diamortisasi dan nilai wajar melalui penghasilan komprehensif lain.

Pada pengakuan awal, Grup mengukur aset keuangan pada nilai wajarnya ditambah, dalam hal aset keuangan tidak diukur pada nilai wajar melalui laporan laba rugi, biaya transaksi yang dapat diatribusikan secara langsung dengan perolehan aset keuangan. Biaya transaksi dari aset keuangan yang dicatat pada nilai wajar melalui laporan laba rugi dibebankan pada laporan laba rugi.

Grup mengklasifikasikan aset keuangannya pada biaya perolehan diamortisasi hanya jika aset tersebut dimiliki dalam model bisnis yang bertujuan memperoleh arus kas kontraktual. Aset keuangan yang diukur dengan biaya perolehan diamortisasi diukur selanjutnya diukur dengan menggunakan metode suku bunga efektif ("EIR"), setelah dikurangi dengan penurunan nilai jika ada. Amortisasi EIR dicatat dalam laporan laba rugi. Kerugian yang timbul dari penurunan nilai juga diakui pada laporan laba rugi.

**Instrumen ekuitas**

Grup selanjutnya mengukur semua investasi ekuitas pada nilai wajar. Dimana Manajemen Grup telah memilih untuk menyajikan keuntungan dan kerugian nilai wajar dari investasi ekuitas pada penghasilan komprehensif lain, tidak ada reklasifikasi selanjutnya atas keuntungan dan kerugian dari nilai wajar ke laba rugi setelah penghentian pengakuan investasi. Dividen dari investasi tersebut terus diakui dalam laporan laba rugi sebagai penghasilan lainnya ketika hak Grup untuk menerima pembayaran ditetapkan. Kerugian penurunan nilai (dan pembalikan kerugian penurunan nilai) pada investasi ekuitas yang diukur pada nilai wajar melalui penghasilan komprehensif lain tidak dilaporkan secara terpisah dari perubahan nilai wajarnya.

**2. MATERIAL ACCOUNTING POLICY INFORMATION  
(continued)**

**d. Financial assets (continued)**

**Classification, recognition, and measurement  
(continued)**

The Group determines the classification of its financial assets at initial recognition.

For investments in equity instruments that are not held for trading, this will depend upon whether the Group has made an irrevocable election at the time of initial recognition in order to account for the equity investment at FVOCI.

The Group reclassifies its debt investments when and only when its business model for managing those assets changes.

As at 31 December 2024 and 2023, the Group had financial assets which were categorised as at amortised cost and FVOCI.

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at FVTPL, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at fair value through profit or loss are expensed in profit or loss.

The Group classifies its financial assets at amortised cost only if the asset is held within a business model where the objective is to collect the contractual cash flows. Financial assets measured at amortised cost are subsequently measured using the effective interest rate ("EIR") method, less impairment, if any. EIR amortisation is recorded in profit or loss. The losses arising from impairment are also recognised in profit or loss.

**Equity instruments**

The Group subsequently measures all of its equity investments at fair value. Where the Group's management has elected to present fair value gains and losses on equity investments in OCI, there is no subsequent reclassification of the fair value gains and losses to profit or loss following the derecognition of the investment. Dividends from such investments continue to be recognised in profit or loss as other income when the Group's right to receive payments is established. Impairment losses (and reversals of impairment losses) on equity investments that are measured at FVOCI are not reported separately from changes in fair value.

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**2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL  
(lanjutan)**

**d. Aset keuangan (lanjutan)**

**Penghentian pengakuan**

Aset keuangan dihentikan pengakuannya ketika hak untuk menerima arus kas dari investasi tersebut telah jatuh tempo atau telah ditransfer dan Grup telah mentransfer secara substansial seluruh risiko dan manfaat atas kepemilikan aset.

**Instrumen keuangan disaling hapus**

Aset keuangan dan liabilitas keuangan saling hapus dan nilai bersihnya disajikan dalam laporan posisi keuangan konsolidasian jika terdapat hak yang dapat dipaksakan secara hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut dan terdapat maksud untuk menyelesaikan secara bersih atau untuk merealisasikan aset dan menyelesaikan liabilitas secara bersamaan.

Hak saling hapus tidak kontingen atas peristiwa di masa depan dan dapat dipaksakan secara hukum dalam situasi bisnis yang normal dan dalam peristiwa gagal bayar, atau peristiwa kepailitan atau kebangkrutan Grup atau pihak lawan.

**e. Penurunan nilai aset keuangan**

Grup menerapkan pendekatan yang disederhanakan untuk mengukur kerugian kredit ekspektasian ("KKE") yang menggunakan cadangan KKE seumur hidup berdasarkan basis *forward-looking* untuk seluruh saldo piutang usaha tanpa komponen pendanaan yang signifikan. Selain aset keuangan selain untuk piutang usaha, Grup menerapkan pendekatan umum untuk mengukur KKE. Grup menilai berdasarkan basis *forward-looking* untuk mengukur kerugian kredit ekspektasian terhadap instrumen utangnya dicatat pada biaya perolehan diamortisasi dan nilai wajar melalui penghasilan komprehensif lain.

Dalam menerapkan pendekatan umum untuk mengukur KKE, Grup menilai apakah risiko kredit dari instrumen keuangan telah meningkat secara signifikan sejak pengakuan awal. Ketika melakukan penilaian, Grup menggunakan perubahan atas risiko gagal bayar yang terjadi sepanjang perkiraan usia instrumen keuangan daripada perubahan atas jumlah kerugian kredit ekspektasian. Dalam melakukan penilaian, Grup membandingkan antara risiko gagal bayar yang terjadi atas instrumen keuangan pada tanggal pelaporan dengan risiko gagal bayar yang terjadi atas instrumen keuangan pada saat pengakuan awal dan mempertimbangkan kewajaran serta ketersediaan informasi, yang tersedia tanpa biaya atau usaha, terkait dengan kejadian masa lalu, kondisi terkini dan perkiraan atas kondisi ekonomi di masa depan, yang mengindikasikan kenaikan risiko kredit sejak pengakuan awal.

**2. MATERIAL ACCOUNTING POLICY INFORMATION  
(continued)**

**d. Financial assets (continued)**

**Derecognition**

Financial assets are derecognised when the rights to receive the cash flows from the investments have expired or have been transferred and the Group has transferred substantially all of the risks and rewards of ownership.

**Offsetting financial instruments**

Financial assets and liabilities are offset and their net amounts are reported in the consolidated statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the asset and settle the liability simultaneously.

The legally enforceable right must not be contingent upon future events and it must be enforceable in the normal course of business and in the event of default due to the insolvency or bankruptcy of the Group or the counterparty.

**e. Impairment of financial assets**

The Group applies the simplified approach to measure the expected credit loss ("ECL") which uses a lifetime expected loss allowance on a forward-looking basis for all trade receivables without significant financing component. For financial assets other than trade receivables, the Group applies a general model to measure ECL. The Group assesses on a forward-looking basis the expected credit losses associated with its debt instruments that are carried at amortised cost and FVOCI.

When applying the general model to measure the ECL, the Group assesses whether the credit risk on a financial instrument has increased significantly since initial recognition. When making the assessment, the Group uses the change in the risk of a default occurring over the expected life of the financial instrument instead of the change in the amount of expected credit losses. To make that assessment, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition and considers reasonable and supportable information, which is available without undue cost or effort about past events, current conditions and forecasts of future macroeconomic factors, and that is indicative of credit risk having significantly increased since initial recognition.

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(lanjutan)**

**f. Penjabaran mata uang asing**

**i. Mata uang fungsional dan penyajian**

Pos-pos yang tercakup dalam laporan keuangan setiap entitas di dalam Grup diukur menggunakan mata uang dari lingkungan ekonomi utama dimana entitas tersebut beroperasi ("mata uang fungsional"). Laporan keuangan konsolidasian disajikan dalam Rupiah yang merupakan mata uang fungsional Perusahaan dan penyajian Grup.

**ii. Transaksi dan saldo**

Transaksi dalam mata uang asing dijabarkan menjadi mata uang fungsional menggunakan kurs yang berlaku pada tanggal transaksi.

Pada setiap tanggal pelaporan, setiap aset dan liabilitas moneter dalam mata uang asing dijabarkan ke dalam mata uang Rupiah disesuaikan untuk mencerminkan kurs penutup. Keuntungan dan kerugian selisih kurs yang timbul dari penyelesaian transaksi dalam mata uang asing dan dari penjabaran aset dan liabilitas moneter dalam mata uang asing menggunakan kurs yang berlaku pada akhir periode pelaporan diakui di dalam laba rugi.

Kurs yang digunakan pada tanggal laporan posisi keuangan konsolidasian, berdasarkan kurs tengah per 31 Desember 2024 dan 2023 yang diterbitkan Bank Indonesia, adalah sebagai berikut (dalam Rupiah penuh):

|                                                  | <b>31 Desember/<br/>December<br/>2024</b> | <b>31 Desember/<br/>December<br/>2023</b> |
|--------------------------------------------------|-------------------------------------------|-------------------------------------------|
| Euro ("EUR")                                     | 16,851                                    | 17,140                                    |
| Dolar Amerika Serikat<br>("Dolar AS" atau "USD") | 16,162                                    | 15,416                                    |
| Dolar Singapura ("SGD")                          | 11,919                                    | 11,712                                    |
| Yen Jepang ("JPY")                               | 102                                       | 110                                       |
| Dolar Australia ("AUD")                          | 10,082                                    | 10,565                                    |

**2. MATERIAL ACCOUNTING POLICY INFORMATION  
(continued)**

**f. Foreign currency translation**

**i. Functional and presentation currency**

Items included in the financial statements of each of the entities within the Group are measured using the currency of the primary economic environment in which the relevant entity operates (the "functional currency"). The consolidated financial statements are presented in Rupiah, which is the functional currency of the Company and the presentation currency of the Group.

**ii. Transactions and balances**

Foreign currency transactions are translated into the functional currency using the exchange rate prevailing at the date of the transactions.

At each reporting date, monetary assets and liabilities denominated in foreign currencies are adjusted to reflect the prevailing exchange rates at such date. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at period end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss.

As at the consolidated statement of financial position dates, the exchange rates that were used, based on the middle rates that were published on 31 December 2024 and 2023 by Bank Indonesia, were as follows (full amounts in Rupiah):

Euro ("EUR")  
United States Dollar  
("US Dollars" or "USD")  
Singapore Dollar ("SGD")  
Japan Yen ("JPY")  
Australian Dollar ("AUD")

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**2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL  
(lanjutan)**

**g. Transaksi dengan pihak-pihak berelasi**

Grup mempunyai transaksi dengan pihak berelasi sebagaimana didefinisikan pada PSAK 224 "Pengungkapan Pihak-pihak Berelasi".

Saldo dan transaksi yang material antara Grup dengan pihak berelasi (termasuk di dalamnya transaksi dan saldo dengan Pemerintah Negara Republik Indonesia dan entitas berelasi dengan Pemerintah) diungkapkan dalam catatan atas laporan keuangan konsolidasian yang relevan.

**h. Kas dan setara kas**

Kas dan setara kas termasuk kas, kas di bank dan deposito berjangka yang jatuh tempo dalam jangka waktu tiga bulan atau kurang pada saat penempatan yang tidak dibatasi penggunaannya.

**i. Piutang usaha dan piutang lain**

Piutang usaha merupakan jumlah yang terutang dari pelanggan atas penjualan barang dagangan atau jasa dalam kegiatan usaha biasa. Piutang lainnya merupakan saldo piutang yang timbul dari transaksi di luar kegiatan usaha biasa. Jika piutang diperkirakan dapat ditagih dalam waktu satu tahun atau kurang, piutang diklasifikasikan sebagai aset lancar. Jika tidak, piutang disajikan sebagai aset tidak lancar.

Piutang usaha dan piutang lain-lain pada awalnya diakui sebesar nilai wajar dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode bunga efektif, apabila dampak pendiskontoan signifikan, dikurangi provisi atas penurunan nilai.

Jumlah kerugian penurunan nilai dibebankan pada laba rugi dan disajikan sebagai "Beban umum dan administrasi". Ketika piutang usaha dan piutang lain-lain, yang rugi penurunan nilainya telah diakui, tidak dapat ditagih pada periode selanjutnya, maka piutang tersebut dihapusbukukan dengan mengurangi akun penyisihan. Jumlah yang selanjutnya dapat ditagih kembali atas piutang yang sebelumnya telah dihapusbukukan, diakui pada "Penghasilan lain-lain" pada laba rugi.

**2. MATERIAL ACCOUNTING POLICY INFORMATION  
(continued)**

**g. Transactions with related parties**

The Group has transactions with related parties as defined in SFAS 224 "Related Parties Disclosures".

The significant transactions and balances of the Group with related parties (including transactions and balances with the Government of the Republic of Indonesia and Government-related entities) are disclosed in the relevant notes to the consolidated financial statements.

**h. Cash and cash equivalents**

Cash and cash equivalents consist of cash on hand, cash in banks and time deposits with maturity periods of three months or less as the time of placement that are not restricted for use.

**i. Trade and other receivables**

Trade receivables are amounts due from customers for goods sold or services performed in the ordinary course of business. Other receivables are receivables arising from transactions outside of the ordinary course of business. If collection of the trade receivables is expected in one year or less, they are classified as current assets. If not, they are presented as non-current assets.

Trade and other receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, if the impact of the discounting is significant, less any allowance for impairment.

The amounts of the impairment losses are charged to profit or loss as "General and administrative expenses". When trade and other receivables for which impairment allowances have been recognised become uncollectible in a subsequent period, they are written off against the allowance account. Subsequent recoveries of amounts that had previously been written off are recognised in "Other income" in profit or loss.



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**2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL  
(lanjutan)**

**j. Piutang subsidi dan piutang subsidi yang belum  
ditagih dari Pemerintah Republik Indonesia**

Piutang subsidi merupakan saldo piutang subsidi kepada Pemerintah Republik Indonesia atas penyaluran pupuk urea, NPK dan NPK Kakao yang bersubsidi.

Piutang subsidi dari Pemerintah Republik Indonesia diakui berdasarkan berita acara verifikasi bulanan yang divalidasi oleh Kementerian Pertanian yang pada akhir tahun perlu diaudit oleh Badan Pemeriksa Keuangan Republik Indonesia ("BPK-RI").

Piutang subsidi yang belum ditagih merupakan pendapatan atas penjualan pupuk subsidi ke distributor namun belum tersalurkan ke petani.

**k. Persediaan**

Persediaan dicatat pada nilai terendah antara harga perolehan atau nilai realisasi bersihnya. Harga perolehan ditentukan dengan menggunakan metode rata-rata tertimbang. Harga perolehan barang jadi dan barang dalam proses terdiri dari biaya bahan baku, tenaga kerja serta alokasi biaya *overhead* langsung maupun tidak langsung baik yang bersifat tetap maupun variabel. Nilai realisasi bersih adalah estimasi harga penjualan dalam kegiatan usaha biasa dikurangi taksiran biaya penyelesaian dan taksiran biaya yang diperlukan untuk melakukan penjualan.

Penurunan nilai atas persediaan dan suku cadang yang usang dan perputarannya lambat, jika ada, ditentukan berdasarkan hasil penelaahan terhadap kondisi persediaan akhir periode laporan. Setiap pemulihan kembali penurunan nilai persediaan karena peningkatan kembali nilai realisasi neto, diakui sebagai pengurangan terhadap jumlah beban persediaan pada periode terjadinya pemulihan tersebut.

Persediaan real estat terdiri dari lahan yang telah selesai dikembangkan dan bangunan siap dijual.

Biaya perolehan lahan yang telah selesai dikembangkan meliputi biaya perolehan tanah dan biaya pengembangan langsung terkait kegiatan pengembangan lahan.

**2. MATERIAL ACCOUNTING POLICY INFORMATION  
(continued)**

**j. Subsidy receivables and unbilled subsidy  
receivables from the Government of the Republic  
of Indonesia**

*Subsidy receivables represent subsidy receivables balances from the Government of Indonesia for the distribution of subsidised fertiliser urea, NPK and NPK Kakao.*

*Subsidy receivables from the Government of the Republic of Indonesia are recognised based on monthly verification minutes validated by the Ministry of Agriculture, which at the end of the year needs to be audited by the Audit Board of the Republic of Indonesia ("BPK-RI").*

*Unbilled subsidy receivables arise from the sales of subsidised fertiliser to distributors which have not yet distributed to the farmers.*

**k. Inventories**

*Inventories are stated at the lower of cost or net realisable value. Cost is determined by the weighted average method. The cost of finished goods and work in progress comprises materials, labour and an appropriate proportion of directly attributable fixed and variable overheads. Net realisable value is the estimate of the selling price in the ordinary course of business less applicable the estimated costs of completion and the estimated costs necessary to make the sale.*

*The impairment of obsolete and slow-moving inventories and spare parts, if any, is determined according to a review of the physical condition of the inventories at the end of the reporting period. Any reversal of the decline in the value of inventories due to an increase in net realisable value is recognised as a reduction in the amount of inventory expenses in the period in which the recovery occurs.*

*Real estate inventories consist of developed land and buildings ready for sale.*

*The cost of developed land consists of cost of land and direct development costs related to real estate development activities.*

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**2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL  
(lanjutan)**

**I. Aset tetap**

Aset tetap, kecuali tanah, disajikan sebesar harga perolehan dikurangi dengan akumulasi penyusutan dan akumulasi kerugian penurunan nilai. Harga perolehan termasuk pengeluaran yang dapat diatribusikan secara langsung atas perolehan aset tersebut.

Grup menganalisis fakta dan keadaan untuk masing-masing jenis hak atas tanah dalam menentukan akuntansi untuk hak atas tanah tersebut sehingga dapat merepresentasikan dengan tepat kejadian atau transaksi ekonomi yang mendasarinya. Jika hak atas tanah tersebut tidak mengalihkan pengendalian atas aset pendasar kepada Grup, melainkan mengalihkan hak untuk menggunakan aset pendasar, Grup menerapkan perlakuan akuntansi atas transaksi tersebut sebagai sewa berdasarkan PSAK 116: "Sewa". Jika hak atas tanah secara substansi menyerupai pembelian tanah, maka Grup menerapkan PSAK 216: "Aset tetap".

Tanah disajikan sebesar nilai wajar dan tidak disusutkan. Penilaian terhadap aset-aset tersebut dilakukan oleh penilai independen eksternal yang terdaftar di OJK. Penilaian atas aset tersebut dilakukan secara berkala untuk memastikan bahwa nilai wajar aset yang direvaluasi tidak berbeda secara material dengan nilai tercatatnya.

Kenaikan nilai tercatat yang timbul dari revaluasi aset tetap yang menggunakan model revaluasi dikreditkan pada "cadangan revaluasi aset" bagian dari penghasilan komprehensif lain. Penurunan yang menghapus nilai kenaikan sebelumnya atas aset yang sama dibebankan terhadap "cadangan revaluasi aset" sebagai bagian dari penghasilan komprehensif lain; penurunan lainnya dibebankan pada laba rugi.

Biaya hukum awal untuk mendapatkan hak legal diakui sebagai bagian biaya akuisisi tanah dan biaya-biaya tersebut tidak disusutkan.

Aset tetap selain tanah disusutkan menggunakan metode garis lurus selama estimasi masa manfaatnya sebagai berikut:

|                               | <b>Tahun/<br/>Years</b> |
|-------------------------------|-------------------------|
| Pabrik dan peralatan          | 20                      |
| Bangunan dan sarana           | 10 - 20                 |
| Perlengkapan kantor dan rumah | 4                       |
| Kendaraan dan alat-alat berat | 4 - 8                   |
| Mesin bengkel kerja           | 8                       |

**2. MATERIAL ACCOUNTING POLICY INFORMATION  
(continued)**

**I. Fixed assets**

All fixed assets, excluding land, are stated at historical cost less accumulated depreciation and accumulated impairment losses. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

The Group analyses the facts and circumstances for each type of land right in determining the accounting for each of these land rights so that it can accurately represent an underlying economic event or transaction. If the land rights do not transfer control of the underlying assets to the Group, but give the rights to use the underlying assets, the Group applies the accounting treatment of these transactions as leases under SFAS 116: "Leases". If land rights are substantially similar to land purchases, the Group applies SFAS 216: "Fixed assets".

Land is shown at fair value and is not depreciated. The valuations of those assets are performed by external independent valuers who are registered with the OJK. The valuations are performed with sufficient regularity to ensure that the fair value of a revalued asset does not differ materially from its carrying amount.

Increases in carrying amounts arising from the revaluation of fixed assets that use the revaluations model are credited to "asset revaluation reserve" as part of other comprehensive income. Decreases that offset previous increases of the same asset are debited against "asset revaluation reserve" as part of other comprehensive income. All other decreases are charged to profit or loss.

The initial legal costs that are incurred in obtaining legal rights are recognised as part of the acquisition costs of the land, and these costs are not depreciated.

Fixed assets other than land are depreciated using the straight-line method over their expected useful lives as follows:

|                                |
|--------------------------------|
| Plants and equipment           |
| Buildings and infrastructure   |
| Office and household equipment |
| Vehicles and heavy equipment   |
| Workshop machinery             |

**PT PUPUK KALIMANTAN TIMUR  
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**Lampiran 5/14 Schedule**

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**2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL  
(lanjutan)**

**I. Aset tetap (lanjutan)**

Biaya-biaya setelah pengakuan awal diakui sebagai bagian nilai tercatat aset atau sebagai aset terpisah, sebagaimana mestinya, hanya jika kemungkinan besar Grup akan mendapatkan manfaat ekonomis di masa depan berkenaan dengan aset tersebut dan biaya perolehan aset dapat diukur dengan andal. Nilai tercatat komponen yang digantikan dihapuskan. Biaya perbaikan dan pemeliharaan dibebankan dalam laba rugi dalam periode keuangan ketika biaya-biaya tersebut terjadi.

Masa manfaat dan metode penyusutan ditelaah dan jika perlu disesuaikan, pada setiap akhir periode pelaporan. Dampak dari setiap revisi diakui dalam laba rugi, ketika perubahan terjadi.

Nilai tercatat aset segera diturunkan sebesar jumlah yang dapat dipulihkan apabila nilai tercatat aset lebih besar daripada estimasi jumlah yang dapat terpulihkan (Catatan 2m).

Aset tetap yang sudah tidak digunakan lagi atau dijual dikeluarkan dari laporan keuangan konsolidasian. Keuntungan atau kerugian dari pelepasan aset tetap tersebut dibukukan dalam laba rugi.

Aset dalam penyelesaian dinyatakan sebesar biaya perolehan termasuk biaya pinjaman yang dikapitalisasi yang terjadi selama masa pembangunan aset tersebut. Akumulasi biaya perolehan akan dipindahkan ke masing-masing aset tetap yang bersangkutan pada saat selesai dan siap digunakan. Penyusutan dimulai pada saat aset tersebut siap untuk digunakan sesuai dengan tujuan yang diinginkan manajemen.

Biaya bunga dan biaya pinjaman lainnya, seperti biaya diskonto pinjaman baik yang secara langsung atau tidak langsung digunakan untuk pendanaan konstruksi aset kualifikasian, dikapitalisasi hingga aset tersebut selesai dikonstruksi. Untuk biaya pinjaman yang dapat diatribusikan secara langsung pada aset kualifikasian, jumlah yang dikapitalisasi ditentukan dari biaya pinjaman aktual yang terjadi selama periode berjalan, dikurangi penghasilan yang diperoleh dari investasi sementara atas dana hasil pinjaman tersebut. Untuk pinjaman yang tidak dapat diatribusikan secara langsung pada suatu aset kualifikasian, jumlah yang dikapitalisasi ditentukan dengan mengalikan tingkat kapitalisasi terhadap jumlah yang dikeluarkan untuk memperoleh aset kualifikasian. Tingkat kapitalisasi dihitung berdasarkan rata-rata tertimbang biaya pinjaman yang dibagi dengan jumlah pinjaman yang tersedia selama periode, selain pinjaman yang secara spesifik diambil untuk tujuan memperoleh suatu aset kualifikasian. Entitas menghentikan kapitalisasi biaya pinjaman ketika secara substansial seluruh aktivitas yang diperlukan untuk mempersiapkan aset kualifikasian telah selesai.

**2. MATERIAL ACCOUNTING POLICY INFORMATION  
(continued)**

**I. Fixed assets (continued)**

*Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that the future economic benefits that are associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amounts of replaced parts are derecognised. All other repairs and maintenance are charged to profit or loss during the financial period in which they are incurred.*

*The asset's useful life and depreciation method are reviewed and adjusted if appropriate, at the end of each period reporting. The effects of any revisions are recognised in profit or loss, when the changes arise.*

*An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount (Note 2m).*

*When assets are retired or otherwise disposed of, their carrying values are removed from the consolidated financial statements. Any resulting gains or losses on disposals of fixed assets are recognised in profit and loss.*

*Construction in progress is carried at cost including any capitalised borrowing costs that are incurred during the construction period of the assets. The accumulated costs are transferred to the respective fixed assets accounts when the construction is substantially completed and ready for its intended use. Depreciation is charged from the date on which the assets are ready for use in the manner intended by management.*

*Interest and other borrowing costs, such as discount fees on loans that have been either directly or indirectly used to finance the construction of a qualifying asset, are capitalised until the date when the construction is complete. For borrowings that are directly attributable to a qualifying asset, the amount to be capitalised is determined as the actual borrowing cost that has been incurred during the period, less any income that has been earned on the temporary investment of such borrowings. For borrowings that are not directly attributable to a qualifying asset, the amount to be capitalised is determined by applying a capitalisation rate to the amount that has been expended on the qualifying assets. The capitalisation rate is the weighted average of the total borrowing costs that are applicable to the total borrowings outstanding during the period, other than borrowings that have been made specifically for the purpose of obtaining a qualifying asset. An entity shall cease capitalising borrowing costs when substantially all of the activities necessary to prepare the qualifying asset are complete.*

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**2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL  
(lanjutan)**

**m. Penurunan nilai aset nonkeuangan**

Pada tanggal pelaporan, Grup menelaah nilai tercatat aset nonkeuangan untuk menentukan apakah terdapat indikasi bahwa nilai tercatat aset tersebut mungkin tidak terpulihkan. Penurunan nilai diakui jika nilai tercatat aset melebihi jumlah terpulihkannya. Jumlah terpulihkan merupakan jumlah yang lebih tinggi antara nilai wajar aset dikurangi biaya pelepasan dan nilai pakai aset. Dalam menentukan penurunan nilai, aset dikelompokkan pada tingkat yang paling rendah dimana terdapat arus kas yang dapat diidentifikasi. Aset nonkeuangan selain *goodwill* yang mengalami penurunan nilai diuji untuk menentukan apakah terdapat kemungkinan pemulihan penurunan nilai, pada setiap tanggal pelaporan.

Pembalikan rugi penurunan nilai untuk aset selain *goodwill* diakui jika, dan hanya jika, terdapat perubahan estimasi yang digunakan dalam menentukan jumlah terpulihkan aset sejak pengujian penurunan nilai terakhir kali. Pembalikan rugi penurunan nilai tersebut diakui segera dalam laba rugi. Pembalikan tersebut tidak boleh mengakibatkan nilai tercatat aset melebihi biaya perolehan disusutkan sebelum adanya pengakuan penurunan nilai pada tanggal pembalikan dilakukan. Rugi penurunan nilai yang diakui atas *goodwill* tidak akan dibalik.

**n. Sewa**

**Grup sebagai penyewa**

Pada tanggal permulaan kontrak, Grup menilai apakah kontrak merupakan, atau mengandung, sewa. Suatu kontrak merupakan atau mengandung sewa jika kontrak tersebut memberikan hak untuk mengendalikan penggunaan aset identifikasi selama suatu jangka waktu untuk dipertukarkan dengan imbalan.

Untuk menilai apakah kontrak memberikan hak untuk mengendalikan penggunaan aset identifikasi, Grup mempertimbangkan apakah:

- (i) Grup memiliki hak untuk mendapatkan secara substansial seluruh manfaat ekonomi dari penggunaan aset identifikasi; dan
- (ii) Grup memiliki hak untuk mengarahkan penggunaan aset identifikasi. Grup memiliki hak ini ketika Grup memiliki hak untuk pengambilan keputusan yang relevan tentang penentuan bagaimana dan untuk tujuan apa aset digunakan telah ditentukan sebelumnya dan:
  - Grup memiliki hak untuk mengoperasikan aset; atau
  - Grup telah mendesain aset dengan cara menetapkan sebelumnya bagaimana dan untuk tujuan apa aset akan digunakan selama periode penggunaan.

**2. MATERIAL ACCOUNTING POLICY INFORMATION  
(continued)**

**m. Impairment of non-financial assets**

At the reporting date, the Group reviews the carrying amounts of the non-financial assets to determine whether there is any indication that the carrying amounts of those assets may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and its value-in-use. For the purposes of assessing impairment, assets are grouped at the lowest level for which there are separately identifiable cash flows. Non-financial assets other than goodwill that suffer impairment are reviewed for the possible reversal of the impairment at each reporting date.

Reversals on impairment losses for assets other than goodwill are recognised if and only if, there has been a change in the estimates that are used to determine the asset's recoverable amount since the last impairment tests were carried out. Reversals of impairment losses are recognised immediately in profit or loss. A reversal should not result in the carrying amount of an asset exceeding its depreciated cost before the impairment was recognised on the date on which the impairment was reversed. Impairment losses relating to goodwill would not be reversed.

**n. Leases**

**Group as lessee**

At the inception of a contract, the Group assesses whether the contract is, or contains, a lease. A contract is or contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

To assess whether a contract conveys the right to control the use of an identified asset, the Group considers whether:

- (i) The Group has the right to obtain substantially all of the economic benefits from the use of the asset throughout the period of use; and
- (ii) The Group has the right to direct the use of the asset. The Group has this right when it has the decision-making rights that are the most relevant to changing the determination of how and for what purpose the asset is used and:
  - The Group has the right to operate the asset; or
  - The Group has designed the asset in a way that predetermines how and for what purpose it will be used.



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**2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL  
(lanjutan)**

**n. Sewa (lanjutan)**

**Grup sebagai penyewa (lanjutan)**

Pada tanggal inisiasi atau pada penilaian kembali atas kontrak yang mengandung sebuah komponen sewa, Grup mengalokasikan imbalan dalam kontrak ke masing-masing komponen sewa berdasarkan harga tersendiri relatif dari komponen sewa dan harga tersendiri agregat dari komponen nonsewa.

Pada tanggal permulaan sewa, Grup mengakui aset hak guna dan liabilitas sewa. Aset hak guna diukur pada biaya perolehan, di mana meliputi jumlah pengukuran awal liabilitas sewa yang disesuaikan dengan pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan, ditambah dengan biaya langsung awal yang dikeluarkan dan estimasi biaya yang akan dikeluarkan untuk membongkar dan memindahkan aset pendasar atau untuk merestorasi aset pendasar ke kondisi yang disyaratkan dan ketentuan sewa, dikurangi dengan insentif sewa yang diterima.

Liabilitas sewa diukur pada nilai kini pembayaran sewa yang belum dibayar pada tanggal permulaan, didiskontokan dengan menggunakan suku bunga implisit dalam sewa atau jika suku bunga tersebut tidak dapat ditentukan, maka menggunakan suku bunga pinjaman inkremental. Pada umumnya, Grup menggunakan suku bunga pinjaman inkremental sebagai tingkat bunga diskonto.

Pembayaran sewa yang termasuk dalam pengukuran liabilitas sewa meliputi pembayaran berikut ini:

- (i) pembayaran tetap, termasuk pembayaran tetap secara substansi dikurangi dengan piutang insentif sewa;
- (ii) pembayaran sewa variabel yang bergantung pada indeks atau suku bunga yang pada awalnya diukur dengan menggunakan indeks atau suku bunga pada tanggal permulaan;
- (iii) jumlah yang diperkirakan akan dibayarkan oleh penyewa dengan jaminan nilai residual;
- (iv) harga eksekusi opsi beli jika Grup cukup pasti untuk mengeksekusi opsi tersebut; dan
- (v) penalti karena penghentian awal sewa kecuali jika Grup cukup pasti untuk tidak menghentikan lebih awal.

**2. MATERIAL ACCOUNTING POLICY INFORMATION  
(continued)**

**n. Leases (continued)**

**Group as lessee (continued)**

At the inception or on the reassessment of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of the relative standalone prices and the aggregate standalone price of the non-lease components.

The Group recognises a right-of-use asset and a lease liability on the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability, adjusted for any lease payments made at or before the commencement date, plus any initial direct costs that have been incurred and an estimate of the costs to dismantle and remove the underlying asset or to restore the underlying asset to the condition required by the terms and conditions of the lease, less any lease incentives that have been received.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, and discounted using the interest rate that is implicit in the lease or, if that rate cannot be readily determined, using the incremental borrowing rate. Generally, the Group uses its incremental borrowing rate as the discount rate.

The lease payments that are included in the measurement of the lease liability comprise the following:

- (i) fixed payments, including in-substance fixed payments less any lease incentives that are receivable;
- (ii) variable lease payments that depend upon an index or a rate, initially measured using the index or rate as at the commencement date;
- (iii) amounts that are expected to be payable under a residual value guarantee;
- (iv) the exercise price under a purchase option that the Group is reasonably certain to exercise; and
- (v) penalties for the early termination of a lease unless the Group is reasonably certain not to terminate early.



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**2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL  
(lanjutan)**

**n. Sewa (lanjutan)**

**Grup sebagai penyewa (lanjutan)**

Setiap pembayaran sewa dialokasikan sebagai beban keuangan dan pengurangan liabilitas sehingga menghasilkan tingkat suku bunga yang konstan atas saldo liabilitas yang tersisa. Utang sewa yang terkait, dikurangi dengan beban keuangan, dimasukkan ke dalam "liabilitas sewa". Elemen bunga dari beban keuangan dibebankan pada laba rugi selama periode sewa sehingga menghasilkan tingkat bunga periodik yang konstan untuk saldo liabilitas yang tersisa pada setiap periode.

Grup menyajikan aset hak guna sebagai bagian dari aset tetap di dalam laporan posisi keuangan konsolidasian.

Aset hak guna kemudian disusutkan menggunakan metode garis lurus dari tanggal permulaan sewa. Jika sewa mengalihkan kepemilikan aset pendasar kepada Grup pada akhir masa sewa atau jika biaya perolehan aset hak guna merefleksikan Grup akan mengeksekusi opsi beli, maka Grup menyusutkan aset hak guna dari tanggal permulaan hingga akhir umur manfaat aset pendasar. Jika tidak, maka Grup menyusutkan aset hak guna dari tanggal permulaan hingga tanggal yang lebih awal antara akhir umur manfaat aset hak guna atau akhir masa sewa.

Sewa jangka pendek

Grup memutuskan untuk tidak mengakui aset hak guna dan liabilitas sewa untuk sewa jangka pendek yang memiliki masa sewa 12 bulan atau kurang. Grup mengakui pembayaran sewa atas sewa tersebut sebagai beban dengan dasar garis lurus selama masa sewa.

Sewa aset bernilai rendah

Grup memutuskan untuk tidak mengakui aset hak guna dan liabilitas sewa untuk sewa aset bernilai rendah. Grup mengakui pembayaran sewa atas sewa tersebut sebagai beban.

**2. MATERIAL ACCOUNTING POLICY INFORMATION  
(continued)**

**n. Leases (continued)**

**Group as lessee (continued)**

Each lease payment is allocated between the finance charges and the reduction of the lease liability so as to achieve a constant rate on the finance balance outstanding. The corresponding rental obligations, net of finance charges, are included in "lease liabilities". The interest element of the finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

The Group presents right-of-use assets under property, plant and equipment in the consolidated statement of financial position.

The right-of-use asset is subsequently depreciated using the straight-line method from the lease commencement date. If the lease transfers ownership of the underlying asset to the Group by the end of the lease term or if the cost of the right-of-use asset reflects that the Group will exercise a purchase option, the Group depreciates the right-of-use asset from the commencement date to the end of the useful life of the underlying asset. Otherwise, the Group depreciates the right-of-use asset from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

Short-term leases

The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less. The Group recognises the lease payments that are associated with these leases as an expense on a straight-line basis over the lease term.

Low-value assets leases

The Group has elected not to recognise right-of-use assets and lease liabilities for low-value assets. The Group recognises the lease payments associated with these leases as an expense.

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**2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL  
(lanjutan)**

**o. Utang usaha dan utang lainnya**

Utang usaha adalah kewajiban untuk membayar barang atau jasa yang telah diperoleh dari pemasok dalam kegiatan usaha biasa. Utang usaha dan utang lainnya dikelompokkan sebagai liabilitas jangka pendek apabila pembayaran jatuh tempo dalam waktu satu tahun atau kurang. Jika tidak, utang usaha tersebut disajikan sebagai liabilitas jangka panjang.

Utang usaha dan utang lainnya pada awalnya diakui sebesar nilai wajar dan kemudian diukur sebesar harga perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

**p. Provisi**

Provisi diakui apabila Grup mempunyai kewajiban kini (baik bersifat hukum maupun konstruktif) sebagai akibat peristiwa masa lalu, besar kemungkinan penyelesaian kewajiban tersebut mengakibatkan arus keluar sumber daya dan kewajiban tersebut dapat diestimasi dengan andal. Provisi tidak diakui untuk kerugian operasi masa depan. Ketika terdapat beberapa kewajiban yang serupa, kemungkinan penyelesaian mengakibatkan arus kas keluar ditentukan dengan mempertimbangkan kelas kewajiban secara keseluruhan.

**q. Pinjaman**

Pada saat pengakuan awal, pinjaman diakui sebesar nilai wajar, dikurangi dengan biaya-biaya transaksi yang terjadi. Selanjutnya, pinjaman diukur sebesar biaya perolehan diamortisasi; selisih antara penerimaan (dikurangi biaya transaksi) dan nilai pelunasan dicatat pada laporan laba rugi selama periode pinjaman dengan menggunakan metode bunga efektif.

Biaya-biaya yang dibayar untuk mendapatkan fasilitas pinjaman diakui sebagai biaya transaksi pinjaman tersebut, apabila besar kemungkinan akan dilakukan penarikan atas sebagian atau seluruh fasilitas tersebut. Dalam hal ini, biaya tersebut ditangguhkan sampai dilakukan penarikan. Apabila tidak terdapat bukti bahwa kemungkinan besar akan dilakukan penarikan atas sebagian atau seluruh fasilitas tersebut, biaya tersebut dikapitalisasi sebagai biaya dibayar di muka untuk jasa likuiditas dan diamortisasi selama periode fasilitas terkait.

Pinjaman akan dihentikan pengakuannya dari laporan posisi keuangan konsolidasian ketika kewajiban yang tertulis pada kontrak dibatalkan, atau sudah tidak berlaku. Selisih antara nilai tercatat dari liabilitas keuangan yang sudah berakhir atau dialihkan ke pihak lain dan imbalan yang dibayarkan, termasuk aset non kas yang dialihkan atau liabilitas yang ditanggung, diakui dalam laba rugi sebagai penghasilan lain-lain atau beban keuangan.

**2. MATERIAL ACCOUNTING POLICY INFORMATION  
(continued)**

**o. Trade and other payables**

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Trade payables and other payables are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities.

Trade and other payables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method.

**p. Provisions**

Provisions are recognised when the Group has a present obligation (either legal or constructive) as a result of past events, when it is more likely than not that an outflow of resources embodying economic benefits will be required to settle the obligation and when the obligation can be reliably estimated. Provision is not recognised for future operating losses. Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole.

**q. Borrowings**

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently carried at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the profit or loss over the period of the borrowings using the effective interest method.

Fees that are paid on the establishment of loan facilities are recognised as transaction costs of the loan, to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the drawdown occurs. To the extent that there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a prepayment for liquidity services and amortised over the related facility period.

Borrowings are removed from the consolidated statement of financial position when the obligation specified in the contract is discharged or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss as other income or finance costs.

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**2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL  
(lanjutan)**

**q. Pinjaman (lanjutan)**

Ketika liabilitas keuangan dinegosiasikan kembali dan entitas mengeluarkan instrumen ekuitas kepada kreditor untuk menyelesaikan seluruh atau sebagian liabilitas (*debt for equity swap*), keuntungan atau kerugian diakui dalam laporan laba rugi yang dicatat sebagai selisih antara jumlah tercatat dari liabilitas keuangan.

Pinjaman diklasifikasikan sebagai liabilitas jangka pendek kecuali Grup memiliki hak tanpa syarat untuk menunda pembayaran liabilitas selama paling tidak 12 bulan setelah tanggal pelaporan.

Kovenan yang harus dipatuhi oleh Grup, pada atau sebelum akhir periode pelaporan, dipertimbangkan dalam mengklasifikasikan perjanjian pinjaman dengan perjanjian sebagai lancar atau tidak lancar. Kovenan yang harus dipatuhi oleh Grup setelah periode pelaporan tidak memengaruhi klasifikasi pada tanggal pelaporan.

Perjanjian pembiayaan pemasok

Grup memiliki fasilitas pembiayaan pemasok yang mengubah tanggal jatuh tempo pembayaran setelah tanggal faktur dan Grup tidak lagi mampu menghapus utang yang diperoleh dengan nota kredit yang diterima dari pemasok.

Untuk tujuan laporan arus kas konsolidasian, manajemen telah menentukan bahwa jumlah tersebut bukan merupakan bagian dari modal kerja yang digunakan dalam aktivitas penghasil pendapatan utama entitas, sehingga menyajikan arus kas keluar untuk melunasi kewajiban pembiayaan pemasok dalam aktivitas pendanaan.

Manajemen menganggap bahwa penyedia keuangan melunasi faktur sebagai agen pembayaran atas nama Grup. Oleh karena itu, pembayaran yang dilakukan oleh penyedia keuangan disajikan sebagai arus kas keluar aktivitas operasi dan arus kas masuk aktivitas pendanaan dalam jumlah yang sama tetapi berlawanan pada saat penyedia keuangan membayar pemasok. Ketika Grup kemudian membayar jumlah yang terutang kepada penyedia keuangan, hal ini disajikan sebagai arus kas keluar pada aktivitas pendanaan. Akibatnya, kewajiban berdasarkan perjanjian pembiayaan pemasok dimasukkan dalam rekonsiliasi utang bersih.

**2. MATERIAL ACCOUNTING POLICY INFORMATION  
(continued)**

**q. Borrowings (continued)**

Where the terms of a financial liability are renegotiated and the entity issues equity instruments to a creditor to extinguish all or part of the liability (*debt for equity swap*), a gain or loss is recognised in profit or loss, which is measured as the difference between the carrying amount of the financial liability and the fair value of the equity instruments issued.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer the settlement of the liability for at least 12 months after the reporting date.

Covenants that the Group is required to comply with, on or before the end of the reporting period, are considered in classifying loan arrangements with covenants as current or non-current. Covenants that the Group is required to comply with after the reporting period do not affect the classification at the reporting date.

Supplier finance arrangement

The Group has supplier finance arrangement that change the payment due after the invoice date and the Group no longer being able to offset the acquired payables against the credit notes received from the supplier.

For the purpose of the consolidated cash flow statement, management has determined that the amounts are not part of the working capital used in the entity's principal revenue-generating activities, so it presents the cash outflows to settle the supplier financing liability in the financing activities.

Management considers that the finance provider settles the invoices as a payment agent on behalf of the Group. The payments made by the finance provider are therefore presented as operating activities cash outflows and financing activities cash inflows in equal but opposite amounts at the point when the finance provider pays the supplier. When the Group subsequently pays the amount outstanding to the finance provider, this is presented as a financing cash outflow. As a result, the liabilities under the supplier financing agreement are included in the net debt reconciliation.

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**2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL  
(lanjutan)**

**r. Pengakuan pendapatan dan beban**

Pengakuan pendapatan harus memenuhi lima langkah analisa sebagai berikut:

- (i) Identifikasi kontrak dengan pelanggan;
- (ii) Identifikasi kewajiban pelaksanaan dalam kontrak. Kewajiban pelaksanaan merupakan janji-janji dalam kontrak untuk menyerahkan barang atau jasa yang memiliki karakteristik berbeda ke pelanggan;
- (iii) Penetapan harga transaksi. Harga transaksi merupakan jumlah imbalan yang berhak diperoleh suatu entitas sebagai kompensasi atas penyerahannya barang atau jasa yang dijanjikan ke pelanggan. Jika imbalan yang dijanjikan di kontrak mengandung suatu jumlah yang bersifat variabel, maka Grup membuat estimasi jumlah imbalan tersebut sebesar jumlah yang diharapkan berhak diterima atas penyerahannya barang atau jasa yang dijanjikan ke pelanggan yang akan dibayarkan selama periode kontrak;
- (iv) Alokasi harga transaksi ke setiap kewajiban pelaksanaan dengan menggunakan dasar harga jual berdiri sendiri relatif dari setiap barang atau jasa berbeda yang dijanjikan di kontrak. Ketika tidak dapat diamati secara langsung, harga jual berdiri sendiri relatif diperkirakan berdasarkan biaya yang diharapkan ditambah margin; dan
- (v) Pengakuan pendapatan ketika kewajiban pelaksanaan telah dipenuhi dengan menyerahkan barang atau jasa yang dijanjikan ke pelanggan (ketika pelanggan telah memiliki kendali atas barang atau jasa tersebut).

**2. MATERIAL ACCOUNTING POLICY INFORMATION  
(continued)**

**r. Revenue and expenses recognition**

Revenue recognition has to fulfil five steps of assessment as follows:

- (i) Identifying the contract(s) with a customer;
- (ii) Identifying the performance obligations in the contract. Performance obligations are promises in a contract to transfer to a customer goods or services that are distinct;
- (iii) Determining the transaction price. The transaction price is the amount of consideration to which an entity expects to be entitled in exchange for transferring promised goods or services to a customer. If the consideration promised in a contract includes a variable amount, the Group estimates the amount of consideration to which it expects to be entitled in exchange for transferring the promised goods or services to a customer that will be paid during the contract period;
- (iv) Allocating the transaction price to each performance obligation on the basis of the relative standalone selling prices of each distinct good or service that is promised in the contract. Where these are not directly observable, the relative standalone selling prices are estimated based on expected cost plus margin; and
- (v) Recognising revenue when the performance obligation is satisfied by transferring a promised good or service to a customer (which is when the customer obtains control of that good or service).

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**2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL  
(lanjutan)**

**r. Pengakuan pendapatan dan beban (lanjutan)**

Kewajiban pelaksanaan dapat dipenuhi:

- a) Pada suatu titik waktu (umumnya janji untuk menyerahkan barang ke pelanggan); atau
- b) Suatu periode waktu (umumnya janji untuk menyerahkan jasa ke (pelanggan). Untuk kewajiban pelaksanaan yang dipenuhi dalam suatu periode waktu, Grup memilih ukuran penyelesaian yang sesuai untuk penentuan jumlah pendapatan yang harus diakui karena telah terpenuhinya kewajiban pelaksanaan.

**(i) Penjualan barang**

Pendapatan dari penjualan barang diakui jika seluruh kondisi berikut terpenuhi:

- Grup telah memindahkan kontrol kepemilikan barang;
- Grup tidak lagi melanjutkan pengelolaan yang biasanya terkait dengan kepemilikan atas barang ataupun melakukan pengendalian efektif atas barang yang dijual;
- jumlah pendapatan dapat diukur secara andal;
- kemungkinan besar manfaat ekonomik yang terkait dengan transaksi tersebut akan mengalir ke Grup; dan
- biaya yang terjadi atau akan terjadi sehubungan transaksi penjualan tersebut dapat diukur secara andal.

Terpenuhinya kondisi tersebut tergantung persyaratan penjualan dengan setiap pelanggan. Secara umum pengendalian atas barang dianggap telah berpindah ke pelanggan ketika terjadi transfer kepemilikan dan risiko.

**(ii) Subsidi pupuk Pemerintah**

Subsidi pupuk Pemerintah diakui sebagai pendapatan atas dasar akrual yang dihitung berdasarkan ketentuan Peraturan Menteri Keuangan, Menteri Pertanian dan Menteri Perdagangan Republik Indonesia.

**(iii) Pendapatan jasa**

Bila suatu transaksi pendapatan jasa dapat diestimasi dengan andal, pendapatan sehubungan dengan transaksi tersebut diakui dengan mengacu pada tingkat penyelesaian transaksi tersebut pada tanggal laporan posisi keuangan konsolidasian.

**2. MATERIAL ACCOUNTING POLICY INFORMATION  
(continued)**

**r. Revenue and expenses recognition (continued)**

A performance obligation may be satisfied:

- a) At a point in time (typically for promises to transfer goods to a customer); or
- b) Over time (typically for promises to transfer services to a customer). For a performance obligation that is satisfied over time, the Group selects an appropriate measure of progress in order to determine the amount of revenue that should be recognised as the performance obligation is satisfied.

**(i) Sales of goods**

Revenue from sale of goods are recognised when all of the following conditions are fulfilled:

- the Group has transferred control of the goods to the buyer;
- the Group retains neither continuing managerial involvement nor effective control over the goods sold;
- the amount of revenue can be measured reliably;
- it is probable that the economic benefits associated with the transaction will flow to the Group; and
- the costs incurred or to be incurred with respect to the sales transaction can be measured reliably.

The fulfilment of these conditions depends upon the terms of the sales with individual customers. Generally, the control over the goods are considered to be transferred to the customer when the title and risk are transferred.

**(ii) Government's fertiliser subsidy**

The Government's fertiliser subsidy is recognised as revenue on an accrual basis which is calculated in accordance with the provisions that are stipulated in the Decrees of the Minister of Finance, the Minister of Agriculture, and the Minister of Trade of the Republic of Indonesia.

**(iii) Rendering of services**

When the outcome of a transaction involving the rendering of services can be estimated reliably, the revenue that is associated with the transaction is recognised with reference to the stage of completion of the transaction as at the consolidated statement of financial position date.



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**2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL  
(lanjutan)**

**r. Pengakuan pendapatan dan beban (lanjutan)**

**(iv) Pendapatan jasa (lanjutan)**

Hasil transaksi dapat diestimasi dengan andal pada saat terpenuhinya seluruh kondisi berikut:

- jumlah pendapatan dapat diukur secara andal;
- besar kemungkinan manfaat ekonomi sehubungan dengan transaksi tersebut akan mengalir ke Grup;
- tingkat penyelesaian dari suatu transaksi pada akhir periode pelaporan dapat diukur secara andal; dan
- biaya yang terjadi untuk transaksi dan untuk menyelesaikan transaksi tersebut dapat diukur dengan andal.

Bila hasil transaksi pendapatan jasa tidak dapat diestimasi dengan andal, pendapatan yang diakui hanya sebesar beban yang telah diakui yang dapat diperoleh kembali.

Beban diakui pada saat terjadinya dengan menggunakan metode akrual.

**s. Imbalan kerja**

**i. Liabilitas imbalan kerja**

Liabilitas untuk imbalan kerja jangka pendek seperti jasa operasi, tantiem dan insentif kinerja diakui pada saat terutang kepada karyawan. Liabilitas tersebut dikelompokkan sebagai liabilitas jangka pendek apabila pembayaran jatuh tempo dalam waktu satu tahun atau kurang. Jika tidak, utang usaha tersebut disajikan sebagai liabilitas jangka panjang.

**ii. Imbalan pascakerja dan imbalan jangka panjang lainnya**

Grup memiliki program pensiun sesuai dengan undang-undang, peraturan ketenagakerjaan dan Perjanjian Kerja Bersama yang berlaku. Grup memiliki program imbalan pasti dan iuran pasti. Program pensiun imbalan pasti adalah program pensiun yang menentukan jumlah imbalan pensiun yang akan diberikan, biasanya berdasarkan pada satu faktor atau lebih seperti usia, masa kerja atau kompensasi. Program pensiun iuran pasti adalah sebuah program pensiun di mana Grup akan membayar iuran tetap kepada sebuah entitas yang terpisah dan tidak memiliki kewajiban hukum atau konstruktif untuk membayar kontribusi lebih lanjut apabila dana pensiun tersebut tidak memiliki aset yang memadai untuk membayar seluruh imbalan karyawan yang berhubungan dengan pelayanan yang diberikan oleh karyawan pada periode berjalan dan sebelumnya.

**2. MATERIAL ACCOUNTING POLICY INFORMATION  
(continued)**

**r. Revenue and expenses recognition (continued)**

**(iv) Rendering of services (continued)**

The outcome of a transaction can be estimated reliably when all of the following conditions are met:

- the amount of revenue can be measured reliably;
- it is probable that the economic benefits that are associated with the transaction will flow to the Group;
- the stage of completion of the transaction at the end of the reporting period can be measured reliably; and
- the costs incurred for the transaction and the costs to complete the transaction can be measured reliably.

When the outcome of a transaction involving the rendering of services cannot be estimated reliably, revenue is recognised only to the extent of the recognised expenses that are recoverable.

Expenses are recognised as incurred on an accrual basis.

**s. Employee benefits**

**i. Employee benefits liabilities**

Liabilities for short-term employee benefits such as bonus, tantiem and performance incentives are recognised when they accrue to the employees. They are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities.

**ii. Post-employment benefits and other long-term benefits**

The Group has pension schemes in accordance with the prevailing labour related laws, regulations and Collective Labour Agreements ("CLA"). The Group has both defined benefit and defined contribution plans. A defined pension benefit plan is a pension plan that defines an amount of pension benefit to be provided, usually as a function of one or more factors, such as age, years of service or compensation. A defined pension contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity and will have no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

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(lanjutan)**

**s. Imbalan kerja (lanjutan)**

**ii. Imbalan pascakerja dan imbalan jangka panjang lainnya (lanjutan)**

Grup memberikan imbalan manfaat pasti sesuai dengan Perjanjian Kerja Bersama ("PKB"), yang jumlahnya lebih besar dibanding dengan imbalan berdasarkan peraturan ketenagakerjaan yang berlaku. Karena peraturan ketenagakerjaan atau PKB menentukan rumus tertentu untuk menghitung jumlah minimal imbalan pensiun, pada dasarnya program pensiun berdasarkan peraturan ketenagakerjaan atau PKB adalah program pensiun imbalan pasti.

Program pensiun imbalan pasti ditentukan berdasarkan jumlah imbalan pensiun yang akan diterima seorang pekerja pada saat pensiun, biasanya tergantung beberapa faktor, misalnya usia, masa kerja dan kompensasi.

Liabilitas imbalan pensiun merupakan nilai kini liabilitas imbalan pasti pada akhir periode pelaporan dikurangi dengan nilai wajar aset program. Liabilitas imbalan pasti dihitung sekali setahun oleh aktuaris independen dengan menggunakan metode *projected unit credit*. Nilai kini liabilitas imbalan pasti ditentukan dengan mendiskontokan estimasi arus kas keluar masa depan dengan menggunakan tingkat bunga obligasi pemerintah (dengan pertimbangan saat ini tidak ada pasar aktif untuk obligasi korporat berkualitas tinggi) dalam mata uang Rp sesuai dengan mata uang dimana imbalan tersebut akan dibayarkan dan yang memiliki jangka waktu yang kurang lebih sama dengan waktu jatuh tempo liabilitas imbalan pensiun yang bersangkutan.

Grup memberikan imbalan pascakerja lainnya dan imbalan jangka panjang lainnya seperti uang penghargaan, santunan kematian, penghargaan pengabdian, dan uang pisah. Imbalan berupa uang penghargaan diberikan apabila karyawan bekerja hingga mencapai usia pensiun. Santunan kematian diberikan bila pegawai dan anggota keluarga tertentu meninggal dunia. Nilai imbalan yang diberikan didasari pada peraturan Perusahaan atau PKB. Sedangkan imbalan berupa uang pisah, dibayarkan kepada karyawan yang mengundurkan diri secara sukarela, setelah memenuhi minimal masa kerja tertentu. Imbalan ini dihitung dengan menggunakan metodologi yang sama dengan metodologi yang digunakan dalam perhitungan program pensiun imbalan pasti.

Biaya bunga bersih dihitung dengan menerapkan tingkat diskonto terhadap saldo bersih kewajiban imbalan pasti dan nilai wajar aset program. Biaya ini termasuk dalam beban imbalan kerja dalam laporan laba rugi.

**2. MATERIAL ACCOUNTING POLICY INFORMATION  
(continued)**

**s. Employee benefits (continued)**

**ii. Post-employment benefits and other long-term benefits (continued)**

The Group provides defined benefits in accordance with the Collective Labour Agreement ("CLA"), which are higher than those required under prevailing regulations related to manpower. Since manpower regulations and the CLA set the formula for determining the minimum amount of benefits, in substance pension plans under the manpower regulations or the CLA represent defined benefit plans.

Defined benefit pension plan program defines an amount of pension benefit that an employee will receive on retirement, usually depending on factors such as age, years of service and compensation.

The pension benefit obligation is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of government bonds (considering currently there is no deep market for high quality corporate bonds) that are denominated in Rp, the currency in which the benefits will be paid and that have terms to maturity approximating the terms of the related pension obligation.

The Group also provides other post-employment benefits and other long-term benefits such as long service reward, death allowance, jubilee rewards, and separation reward. The long service reward is paid when the employees reach their retirement age. Death allowance is paid when the employee or the qualified family members pass away. The value of benefits provided to the employee is based on the Company's regulation or the CLA. The separation reward benefit is paid to employees in the event of voluntary resignation, subject to a minimum number of years of service. These benefits have been accounted for using the same methodology as for the defined benefit pension plan.

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of plan assets. This cost is included in employee benefit expense in the statement of profit or loss.

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(lanjutan)**

**s. Imbalan kerja (lanjutan)**

**ii. Imbalan pascakerja dan imbalan jangka panjang lainnya (lanjutan)**

Keuntungan dan kerugian aktuarial yang timbul dari penyesuaian dan perubahan dalam asumsi-asumsi aktuarial dibebankan atau dikreditkan ke ekuitas pada pos penghasilan komprehensif lain pada periode terjadinya, kecuali imbalan jangka panjang lainnya dimana keuntungan dan kerugian aktuarial diakui langsung sebagai beban pada laba rugi.

Biaya jasa lalu diakui secara langsung dalam laba rugi. Keuntungan dan kerugian dari kurtailmen atau penyelesaian program manfaat pasti diakui dalam laba rugi ketika kurtailmen atau penyelesaian tersebut terjadi.

**t. Pajak penghasilan kini dan tangguhan**

Beban pajak penghasilan terdiri dari pajak kini dan pajak tangguhan. Beban pajak diakui dalam laporan laba rugi, kecuali jika pajak tersebut terkait dengan transaksi atau kejadian yang diakui di penghasilan komprehensif lain atau langsung diakui ke ekuitas. Dalam hal ini, pajak tersebut masing-masing diakui dalam penghasilan komprehensif lain atau ekuitas.

Beban pajak kini dihitung berdasarkan peraturan perpajakan yang berlaku atau yang secara substantif berlaku pada akhir periode pelaporan. Manajemen secara periodik mengevaluasi posisi yang diambil dalam Surat Pemberitahuan Tahunan sehubungan dengan situasi dimana aturan pajak yang berlaku membutuhkan interpretasi atas peraturan pajak yang berlaku. Jika perlu, manajemen menentukan provisi dibentuk berdasarkan jumlah yang diharapkan akan dibayar pada otoritas pajak.

Pajak penghasilan tangguhan diakui sepenuhnya, dengan menggunakan metode liabilitas untuk semua perbedaan temporer yang berasal dari selisih antara dasar pengenaan pajak aset dan liabilitas dengan nilai tercatatnya pada laporan keuangan konsolidasian. Namun, liabilitas pajak penghasilan tangguhan tidak diakui jika berasal dari pengakuan awal *goodwill*. Pajak penghasilan tangguhan juga tidak diperhitungkan jika pajak penghasilan tangguhan tersebut timbul dari pengakuan awal aset atau pengakuan awal liabilitas dalam transaksi yang bukan kombinasi bisnis yang pada saat transaksi tidak mempengaruhi laba akuntansi maupun laba kena pajak/rugi pajak. Penghasilan pajak tangguhan ditentukan menggunakan tarif pajak yang berlaku atau yang secara substansial telah berlaku pada akhir periode pelaporan dan diharapkan diterapkan jika aset pajak tangguhan direalisasikan atau liabilitas pajak tangguhan diselesaikan.

**2. MATERIAL ACCOUNTING POLICY INFORMATION  
(continued)**

**s. Employee benefits (continued)**

**ii. Post-employment benefits and other long-term benefits (continued)**

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period in which they arise, except for other long-term benefits where actuarial gains and losses are directly recognised as expenses in profit or loss.

Past service costs are recognised immediately in profit or loss. Gains or losses on the curtailment or settlement of a defined benefit plan are recognised in profit or loss when the curtailment or settlement occurs.

**t. Current and deferred income tax**

The income tax expenses comprise current and deferred tax. Tax expense is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or equity, respectively.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period. Management periodically evaluates the positions taken in Annual Tax Returns with respect to situations in which the applicable tax regulations are subject to interpretation with the current tax regulation. If necessary, management establishes a provision, where appropriate on the basis of the amounts that are expected to be paid to the tax authorities.

Deferred income tax is provided in full, using the liability method, on temporary differences which arise from the difference between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill. Deferred income tax is also not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred income tax is determined using the tax rates that have been enacted or substantially enacted at the start of the reporting period and that are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

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**2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL  
(lanjutan)**

**t. Pajak penghasilan kini dan tangguhan (lanjutan)**

Aset pajak tangguhan diakui hanya jika besar kemungkinan jumlah penghasilan kena pajak di masa depan akan memadai untuk dikompensasi dengan perbedaan temporer yang masih dapat digunakan.

Atas perbedaan temporer dalam investasi pada entitas anak dan asosiasi, dibentuk pajak penghasilan tangguhan, kecuali untuk liabilitas pajak tangguhan di mana saat pembalikan perbedaan temporer dikendalikan oleh Grup dan sangat mungkin perbedaan temporer tidak akan dibalik di masa mendatang.

Aset dan liabilitas pajak tangguhan dapat saling hapus apabila terdapat hak yang berkekuatan hukum untuk melakukan saling hapus antara aset pajak kini dengan liabilitas pajak kini dan apabila aset dan liabilitas pajak tangguhan dikenakan oleh otoritas perpajakan yang sama, baik atas entitas kena pajak yang sama ataupun berbeda dan adanya niat untuk melakukan penyelesaian saldo-saldo tersebut secara neto.

**u. Pelaporan segmen**

Segmen operasi dilaporkan dengan cara yang konsisten dengan pelaporan internal yang diberikan kepada pengambil keputusan operasi utama. Pengambil keputusan operasi utama, yang bertanggung jawab mengalokasikan sumber daya dan menilai kinerja segmen operasi, serta membuat keputusan strategis adalah Direksi.

**v. Modal saham**

Saham biasa dikelompokkan sebagai ekuitas. Biaya langsung yang berkaitan dengan penerbitan saham baru disajikan sebagai pengurang ekuitas, neto setelah pajak, dari jumlah yang diterima.

**w. Laba bersih per saham dasar dan dilusian**

Laba bersih per saham dasar dihitung dengan membagi laba periode berjalan yang dapat diatribusikan kepada pemilik entitas induk dengan jumlah rata-rata tertimbang saham yang beredar dalam periode yang bersangkutan.

Laba bersih per saham dilusian dihitung dengan menyesuaikan jumlah rata-rata tertimbang saham biasa yang beredar dengan dampak dari semua efek berpotensi saham biasa yang dilutif yang dimiliki Perusahaan.

**x. Distribusi dividen**

Distribusi dividen kepada pemegang saham Perusahaan diakui sebagai liabilitas dalam laporan keuangan konsolidasian Grup pada periode dimana dividen dideklarasikan dan telah disetujui oleh pemegang saham Perusahaan.

**2. MATERIAL ACCOUNTING POLICY INFORMATION  
(continued)**

**t. Current and deferred income tax (continued)**

Deferred tax assets are recognised only to the extent that it is probable that future taxable profits will be available to be compensated by the temporary differences that can be utilised.

Deferred income tax is provided on temporary differences arising on investments in subsidiaries and associates, except for deferred tax liabilities, where the timing of the reversal of the temporary difference is controlled by the Group and it is probable that the temporary difference will not be reversed in the foreseeable future.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income tax assets and liabilities relate to income taxes that have been levied by the same taxation authority on either the same taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

**u. Segment reporting**

Operating segments are reported in a consistent manner with the internal reporting provided to the chief operating decision-maker. The chief operating decision-maker, responsible for allocating resources and assessing the performance of the operating segments and making strategic decisions, is the Board of Directors.

**v. Share capital**

Ordinary shares are classified as equity. Incremental costs that are directly attributable to the issuance of new shares are shown as deductions in equity, net of tax, from the proceeds.

**w. Basic and diluted earnings per share**

The amount of basic earnings per share is computed by dividing earnings for the period attributable to owners of the parent by the weighted average number of shares outstanding during the period.

Diluted earnings per share is calculated by adjusting the weighted average number of ordinary shares outstanding to assume conversion of all dilutive potential ordinary shares owned by the Company.

**x. Dividend distributions**

Distribution to the Company's shareholders is recognised as a liability in the Group's consolidated financial statements in the period in which the dividends are declared and approved by the Company's shareholders.



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**3. ESTIMASI DAN PERTIMBANGAN AKUNTANSI PENTING**

Penyusunan laporan keuangan konsolidasian yang sesuai dengan Standar Akuntansi Keuangan di Indonesia mengharuskan manajemen untuk membuat estimasi dan asumsi yang mempengaruhi jumlah aset dan liabilitas yang dilaporkan dan pengungkapan aset dan liabilitas kontinjensi pada tanggal pelaporan, serta jumlah pendapatan dan beban selama tahun pelaporan. Estimasi, asumsi dan pertimbangan tersebut dievaluasi secara terus menerus dan berdasarkan pengalaman historis dan faktor-faktor lainnya, termasuk harapan peristiwa di masa datang yang diyakini wajar berdasarkan kondisi yang ada.

Grup telah mengidentifikasi hal-hal berikut dimana diperlukan pertimbangan, estimasi dan asumsi signifikan dan dimana hasil aktual dapat berbeda dari estimasi tersebut jika menggunakan asumsi dan kondisi yang berbeda dan dapat mempengaruhi secara material hasil keuangan atau posisi keuangan konsolidasian Grup yang dilaporkan dalam tahun mendatang.

**i. Provisi atas KKE untuk piutang usaha**

Grup menyesuaikan pengalaman kerugian kredit historis dengan informasi *forward-looking*. Sebagai contoh, jika prakiraan atas kondisi ekonomi diperkirakan memburuk selama tahun depan, yang dapat menyebabkan meningkatnya jumlah gagal bayar, tingkat gagal bayar historis disesuaikan. Pada setiap tanggal pelaporan, tingkat gagal bayar historis diperbarui dan perubahan estimasi *forward-looking* dianalisis.

Penilaian atas korelasi antara tingkat gagal bayar historis yang diobservasi, prakiraan atas kondisi ekonomi dan KKE merupakan estimasi yang signifikan. Jumlah KKE paling dipengaruhi oleh perubahan keadaan dan prakiraan kondisi ekonomi. Pengalaman kerugian kredit historis Grup dan prakiraan kondisi ekonomi juga mungkin tidak menggambarkan gagal bayar aktual pelanggan di masa yang akan datang.

**ii. Pajak penghasilan**

Pertimbangan dan asumsi diperlukan dalam menentukan besaran pengurang investasi (*capital allowance*) dan pengurangan beban tertentu untuk tujuan fiskal selama proses estimasi atas perhitungan beban pajak penghasilan masing-masing perusahaan dalam Grup. Secara khusus, perhitungan beban pajak penghasilan Grup melibatkan penafsiran terhadap peraturan perpajakan dan peraturan lainnya. Banyaknya transaksi dan perhitungan yang dapat menyebabkan ketidakpastian di dalam penentuan kewajiban pajak selama bisnis normal.

Pertimbangan dan estimasi yang dibuat manajemen seperti yang diungkapkan di atas dapat dipertanyakan oleh Direktorat Jenderal Pajak ("DJP") atau auditor pemerintah. Sebagai akibatnya, terjadi ketidakpastian dalam penentuan kewajiban pajak. Resolusi posisi pajak yang diambil oleh Grup, dapat berlangsung bertahun-tahun dan sangat sulit untuk memprediksi hasil akhirnya. Apabila terdapat perbedaan perhitungan pajak dengan jumlah yang telah dicatat, perbedaan tersebut akan berdampak pada pajak penghasilan dan pajak tangguhan dalam periode dimana penentuan pajak tersebut dibuat.

**3. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS**

*The preparation of the consolidated financial statements in conformity with Indonesian Financial Accounting Standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the reporting date and the reported amounts of revenue and expenses during the reporting period. Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.*

*The Group has identified the following matters under which significant judgements, estimates and assumptions are made and where actual results may differ from these estimates under different assumptions and conditions and may materially affect the consolidated financial results or financial position of the Group reported in future years.*

**i. Provision for ECL for trade receivables**

*The Group adjusts its historical credit loss experience with forward-looking information. For instance, if the forecast economic conditions are expected to deteriorate over the next year, which could lead to an increased number of defaults, the historical default rates are adjusted. At every reporting date, the historically observed default rates are updated, and any changes in the forward-looking estimates are analysed.*

*The assessment of the correlation between historical observed default rates and forecast economic conditions and ECL is a significant estimate. The amount of ECL is sensitive to changes in circumstances and forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of the customer's actual default in the future.*

**ii. Income taxes**

*Judgements and assumptions are required to determine the capital allowances and deductibility of certain expenses during the estimation of the provision for income tax expenses for each company within the Group. In particular, the calculation of the Group's income tax expenses involves the interpretation of applicable tax laws and regulations. There are many transactions and calculations for which the ultimate tax determination is uncertain during the ordinary course of business.*

*Judgements and estimates taken by management as discussed above may be challenged by the Directorate General of Taxation ("DGT") or the government auditors. As a result, the ultimate tax determination becomes uncertain. The resolution of tax positions taken by the Group, can take several years to complete and in some cases, it is difficult to predict the ultimate outcome. Where the final outcome of these matters is different from the amounts initially recorded, such differences will have an impact on the income tax and deferred income tax provision in the period in which this determination is made.*



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**3. ESTIMASI DAN PERTIMBANGAN AKUNTANSI  
PENTING (lanjutan)**

**ii. Pajak penghasilan (lanjutan)**

Aset pajak tangguhan, termasuk yang timbul dari rugi fiskal, besaran *capital allowance* dan perbedaan temporer lainnya, diakui hanya apabila dianggap lebih mungkin daripada tidak bahwa mereka dapat diterima kembali, dimana hal ini tergantung pada kecukupan pembentukan laba kena pajak di masa depan. Sama seperti "penurunan nilai aset nonkeuangan" asumsi atas laba kena pajak masa depan yang dapat dihasilkan sangat dipengaruhi oleh estimasi dan asumsi manajemen atas tingkat produksi yang diharapkan, volume penjualan, harga komoditas dan lain-lain, yang mana terpapar risiko dan ketidakpastian, sehingga terdapat kemungkinan perubahan keadaan akan mengubah proyeksi laba kena pajak di masa mendatang.

**iii. Liabilitas imbalan pascakerja**

Nilai kini liabilitas imbalan pascakerja tergantung pada beberapa faktor yang ditentukan dengan dasar aktuarial berdasarkan beberapa asumsi. Asumsi yang digunakan untuk menentukan biaya/(penghasilan) pensiun bersih mencakup tingkat diskonto dan kenaikan gaji di masa datang. Adanya perubahan pada asumsi ini akan mempengaruhi jumlah tercatat liabilitas imbalan pascakerja.

Grup menentukan tingkat diskonto dan kenaikan gaji masa datang yang sesuai pada akhir periode pelaporan. Tingkat diskonto adalah tingkat suku bunga yang harus digunakan untuk menentukan nilai kini atas estimasi arus kas keluar masa depan yang diharapkan untuk menyelesaikan liabilitas imbalan pascakerja. Dalam menentukan tingkat suku bunga yang sesuai, Grup mempertimbangkan tingkat suku bunga obligasi pemerintah yang didenominasikan dalam mata uang imbalan akan dibayar dan memiliki jangka waktu yang serupa dengan jangka waktu liabilitas imbalan pascakerja yang terkait.

Asumsi kunci liabilitas imbalan pascakerja lainnya sebagian ditentukan berdasarkan kondisi pasar saat ini. Informasi tambahan diungkapkan pada Catatan 16.

**iv. Penyusutan dan estimasi umur manfaat aset tetap**

Grup mengestimasi masa manfaat aset tetap berdasarkan ekspektasi utilisasi aset yang sesuai dengan rencana dan strategi usaha setelah mempertimbangkan perkembangan teknologi di masa depan dan perilaku pasar. Di samping itu, estimasi dari masa manfaat aset tetap juga mempertimbangkan penelaahan Grup secara kolektif terhadap praktik industri, evaluasi teknis internal dan pengalaman untuk aset yang sejenis.

**3. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (continued)**

**ii. Income taxes (continued)**

*Deferred tax assets, including those arising from tax losses carried forward, capital allowances and other temporary differences, are recognised only where it is considered probable that they will be recovered, which is dependent on the generation of sufficient future taxable profits. Similar to "impairment of non-financial assets", assumptions about the generation of future taxable profits are heavily affected by management's estimates and assumptions regarding expected production levels, sales volumes, commodity prices, etc., which are subject to risk and uncertainty, and hence there is a possibility that changes in circumstances will alter the projected future taxable profits.*

**iii. Post-employment benefits liabilities**

*The present value of the post-employment benefits liabilities depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost/(income) for pensions include the discount rate and future salary increase. Any changes in these assumptions will have an impact on the carrying amount of post-employment benefits liabilities.*

*The Group determines the appropriate discount rate and future salary increase at the end of each reporting period. The discount rate is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the post-employment benefits liabilities. In determining the appropriate discount rate, the Group considers the interest rates of government bonds that are denominated in the currency in which the benefits will be paid and that have terms to maturity approximating the terms of the related post-employment benefits liabilities.*

*Other key assumptions for post-employment benefits liabilities are based on current market conditions. Additional information is disclosed in Note 16.*

**iv. Depreciation and estimated useful lives of fixed assets**

*The Group estimates the useful lives of its fixed assets in accordance with its expected asset utilisation as anchored in business plans and strategies that also consider expected future technological developments and market behaviours. In addition, the Group's collective assessment of industry practices, internal technical evaluations and experience with similar assets are also considered when estimating the useful lives of fixed assets.*

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**3. ESTIMASI DAN PERTIMBANGAN AKUNTANSI  
PENTING (lanjutan)**

**iv. Penyusutan dan estimasi umur manfaat aset tetap (lanjutan)**

Estimasi masa manfaat ditelaah paling sedikit setiap akhir tahun pelaporan dan diperbaharui jika ekspektasi berbeda dari estimasi sebelumnya dikarenakan pemakaian dan kerusakan fisik, keusangan secara teknis atau komersial dan keterbatasan hukum atau pembatasan lainnya atas penggunaan dari aset. Namun, ada kemungkinan, hasil operasi di masa depan dapat dipengaruhi secara material oleh perubahan-perubahan dalam estimasi yang diakibatkan oleh perubahan faktor-faktor yang disebutkan di atas.

Manajemen mengestimasi masa manfaat ekonomis aset tetap 4 sampai dengan 20 tahun. Nilai tercatat atas aset tetap pada tanggal-tanggal pelaporan diungkapkan dalam Catatan 12.

**v. Pengakuan pendapatan dan piutang subsidi**

Pemerintah Republik Indonesia memberikan subsidi pupuk melalui Grup berdasarkan Peraturan Menteri Perdagangan ("Permendag") No. 4 tahun 2023 yang menggantikan Permendag No. 15/M-DAG/PER/4/2013. Subsidi pupuk diberikan untuk kebutuhan kelompok tani dan/atau petani di sektor pertanian meliputi pupuk jenis urea, NPK, NPK Kakao dan jenis pupuk bersubsidi yang ditetapkan oleh Kementerian Pertanian.

Tata cara perhitungan, pencairan, dan pertanggungjawaban subsidi pupuk diatur dalam Peraturan Menteri Keuangan ("PMK") No. 68/PMK.02/2016. Besaran subsidi pupuk dihitung berdasarkan selisih antara harga pokok penjualan bersubsidi dengan harga eceran tertinggi. Pada tahun 2024 dan 2023, pendapatan subsidi dibukukan berdasarkan harga pupuk subsidi yang telah diaudit oleh BPK-RI dan estimasi kuantitas penyaluran pupuk yang tertuang pada Berita Acara Hasil Pemeriksaan tersebut yang didasarkan pada kuantitas tersalur bulanan yang telah diverifikasi Kementerian Pertanian. Secara historis, aktual kuantitas penyaluran pupuk yang disetujui dan estimasi dari kuantitas penyaluran tidak berbeda signifikan.

Klasifikasi piutang subsidi antara porsi lancar dan tidak lancar ditentukan berdasarkan estimasi dan pertimbangan manajemen selama setahun ke depan berdasarkan ketersediaan sisa budget Daftar Isian Pelaksanaan Anggaran ("DIPA") dan pos anggaran lainnya tahun berikutnya yang dapat digunakan untuk penagihan piutang subsidi dan konfirmasi dari Kementerian Pertanian per tanggal neraca.

**3. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (continued)**

**iv. Depreciation and estimated useful lives of fixed assets (continued)**

The estimated useful lives are reviewed at least each financial year end and are updated if expectations differ from previous estimates due to physical wear and tear, technical or commercial obsolescence and legal or other limitations on the use of the assets. It is possible, however, that the future results of operations could be materially affected by any changes in the estimates that have been brought about by changes in the factors mentioned above.

Management estimates the useful lives of these fixed assets to be between 4 and 20 years. The net carrying amounts of the Group's fixed assets at reporting dates are disclosed in Note 12.

**v. Recognition of revenue and subsidy receivables**

The Government of the Republic of Indonesia provides a fertiliser subsidy through the Group based on Ministry of Trading ("Permendag") Regulation No. 4 tahun 2023 which replaced Permendag No. 15/M-DAG/PER/4/2013. Fertiliser subsidies are given in accordance with the needs of farmer groups and/or farmers in the agricultural sector, including the fertiliser types of urea, NPK, NPK Kakao and other subsidised fertilisers as stipulated by the Ministry of Agriculture.

The procedure for the calculation, settlement and accountability of subsidised fertiliser is stipulated by the Minister of Finance Regulation ("PMK") No. 68/PMK.02/2016. The fertiliser subsidy amount is calculated based on the difference between subsidised cost of goods sold and the highest retail price. For the years 2024 and 2023, revenue from the government subsidy was recorded in accordance with the subsidised fertiliser price, audited by BPK-RI and the estimates of distributed quantities as stated in the Minutes of the Audit Result which are based on the monthly distributed quantities that have been verified by the Ministry of Agriculture. Historically, the actual approved distributed quantities and estimates of the distributed quantities are not significantly different.

The classification of current and non-current portion of subsidy receivables is determined based on management's estimation and judgement using the availability of the remaining budget of Daftar Isian Pelaksanaan Anggaran ("DIPA") and other budget items for the following year that are available for collection of subsidy receivables and confirmation from the Ministry of Agriculture as of balance sheet date.

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**3. ESTIMASI DAN PERTIMBANGAN AKUNTANSI PENTING  
(lanjutan)**

**vi. Provisi penurunan nilai persediaan usang dan bergerak lambat**

Grup melakukan pencadangan penurunan nilai persediaan berdasarkan estimasi persediaan yang akan digunakan pada masa datang dan kondisi dari persediaan. Ketidakpastian terkait dengan faktor-faktor ini dapat menyebabkan nilai realisasi yang berbeda dengan nilai tercatat dari persediaan.

**vii. Nilai wajar aset tetap yang menggunakan model revaluasi**

Tanah dinyatakan berdasarkan nilai wajar. Penentuan nilai wajar dilakukan oleh penilai publik independen.

Dalam proses penilaian, manajemen, dengan bantuan penilai publik independen, menentukan data dan asumsi, menelaah metode penilaian serta berdiskusi dengan penilai. Pendekatan dan metode yang digunakan dalam melakukan revaluasi tergantung pada kelas aset. Walaupun data dan asumsi Grup dianggap tepat dan wajar, namun perubahan signifikan pada data input atau asumsi yang digunakan dapat berpengaruh secara signifikan terhadap nilai aset yang menggunakan model revaluasi.

**viii. Provisi sehubungan dengan pengadaan gas bumi**

Pertimbangan dan asumsi diperlukan dalam menentukan apakah kemungkinan besar terdapat kewajiban kini pada tanggal posisi keuangan bagi Grup untuk mengakui provisi. Secara khusus, pengakuan provisi sehubungan dengan pengadaan gas bumi melibatkan penafsiran terhadap dampak perubahan peraturan dan perselisihan kontraktual.

Grup melakukan estimasi atas provisi kurang bayar tarif gas bumi, menggunakan asumsi formula harga gas bumi dan penentuan wilayah kerja ("WK") yang terdampak penyesuaian harga gas bumi. Pertimbangan dan asumsi yang digunakan Grup dapat berbeda ketika Grup menerima keputusan dari Menteri atau regulator atas penyesuaian harga gas bumi atau apabila terdapat perubahan tarif di Perjanjian Jual Beli Gas ("PJBG"). Sebagai akibatnya, terdapat ketidakpastian atas hasil akhir penentuan harga gas bumi.

Lihat Catatan 25 untuk pengungkapan provisi sehubungan dengan pengadaan gas bumi dimana terdapat pertimbangan manajemen yang diperlukan untuk menginterpretasikan peraturan serta pertimbangan manajemen dalam membukukan pembalikan provisi di tahun 2024.

**3. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (continued)**

**vi. Provision for obsolete and slow moving inventories**

The Group provides provision for impairment of inventories based on estimated future usage and the condition of the inventories. The uncertainty associated with these factors may result in the realisable amount being different from the reported carrying amount of the inventories.

**vii. Fair value of fixed assets that use revaluation model**

Land is stated at fair value. The determination of the fair value was performed by an independent public appraiser.

Management, with the assistance of an independent public appraiser, determines the data inputs and assumptions, assesses the valuation methods and holds discussions with the appraisers as part of the valuation process. The approaches and methods that are used in the revaluation depend upon the group of assets. While it is believed that the Group's data and assumptions are reasonable and appropriate, significant changes in data inputs, or significant changes in assumptions, may materially affect the value of the assets that use the revaluation model.

**viii. Provision with respect to the procurement of natural gas**

Judgements and assumptions are required to determine whether it is more likely than not that a present obligation exists at the financial position date for the Company to recognise a provision. In particular, the recognition of the Group's provision with respect to the procurement of natural gas involves the interpretation of regulatory changes and contractual disputes.

The Group has estimated the provision for underpayment of natural gas rates for natural gas, using assumptions of natural gas prices formula and determination of working areas ("WK") that are affected by the natural gas price adjustment. Judgements and assumptions used by the Group may differ when the Group receives the decision from the Minister or regulator for the adjustment of natural gas prices or if there is any price changes stated in Gas Sales Purchase Agreement ("GSPA"). As a result, there is an uncertainty for the settlement of natural gas price.

Refer to Note 25 for the disclosure of a provision with respect to the procurement of natural gas which involve management's judgement to interpret the regulation including management's judgement to record reversal of provision in 2024.

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**4. KAS DAN SETARA KAS**

**4. CASH AND CASH EQUIVALENTS**

|                                                 | <u>2024</u>             | <u>2023</u>             |                                                 |
|-------------------------------------------------|-------------------------|-------------------------|-------------------------------------------------|
| <b>Kas</b>                                      | <b><u>953</u></b>       | <b><u>910</u></b>       | <b>Cash on hand</b>                             |
| <b>Kas di bank</b>                              |                         |                         | <b>Cash in banks</b>                            |
| <u>Entitas berelasi dengan</u>                  |                         |                         | <u>Government-related entities</u>              |
| <u>Pemerintah</u> (Catatan 24b)                 |                         |                         | (Note 24b)                                      |
| Rupiah                                          | 1,758,870               | 790,084                 | Rupiah                                          |
| Dolar AS                                        | 636,379                 | 2,156,135               | US Dollars                                      |
| <u>Pihak ketiga</u>                             |                         |                         | <u>Third parties</u>                            |
| Rupiah                                          |                         |                         | Rupiah                                          |
| PT Bank Central Asia Tbk                        | 36,726                  | 10,802                  | PT Bank Central Asia Tbk                        |
| PT BPD Kalimantan Timur<br>dan Kalimantan Utara | 2,392                   | 1,078                   | PT BPD Kalimantan Timur<br>dan Kalimantan Utara |
| PT Bank Muamalat<br>Indonesia Tbk               | 76                      | 105                     | PT Bank Muamalat<br>Indonesia Tbk               |
| PT MNC Bank<br>Internasional Tbk                | 22                      | 22                      | PT MNC Bank<br>Internasional Tbk                |
| PT Bank BTPN Tbk                                | 1                       | 2                       | PT Bank BTPN Tbk                                |
| Dolar AS                                        |                         |                         | US Dollars                                      |
| PT Bank Central Asia Tbk                        | 175                     | 167                     | PT Bank Central Asia Tbk                        |
|                                                 | <u>2,434,641</u>        | <u>2,958,395</u>        |                                                 |
| <b>Deposito berjangka</b>                       |                         |                         | <b>Time deposits</b>                            |
| <u>Entitas berelasi dengan</u>                  |                         |                         | <u>Government-related entities</u>              |
| <u>Pemerintah</u> (Catatan 24b)                 |                         |                         | (Note 24b)                                      |
| Rupiah                                          | 425,803                 | 183,803                 | Rupiah                                          |
| Dolar AS                                        | 161,620                 | -                       | US Dollars                                      |
| <u>Pihak ketiga</u>                             |                         |                         | <u>Third parties</u>                            |
| Rupiah                                          |                         |                         | Rupiah                                          |
| PT Bank Central Asia Tbk                        | 2,000                   | 2,000                   | PT Bank Central Asia Tbk                        |
| PT BPD Kalimantan Timur<br>dan Kalimantan Utara | -                       | 8,000                   | PT BPD Kalimantan Timur<br>dan Kalimantan Utara |
|                                                 | 589,423                 | 193,803                 |                                                 |
| Provisi penurunan nilai                         | (350)                   | (1,118)                 | Provision for impairment                        |
|                                                 | <u>589,073</u>          | <u>192,685</u>          |                                                 |
| <b>Jumlah</b>                                   | <b><u>3,024,667</u></b> | <b><u>3,151,990</u></b> | <b>Total</b>                                    |

Kisaran tingkat suku bunga kontraktual dan jangka waktu  
deposito berjangka adalah sebagai berikut:

The ranges of the contractual interest rates and the time  
periods on time deposits were as follows:

|                               | <u>2024</u>   | <u>2023</u>   |                            |
|-------------------------------|---------------|---------------|----------------------------|
| <u>Tingkat suku bunga</u>     |               |               | <u>Interest rate</u>       |
| Deposito berjangka – Rupiah   | 2.15% - 6.50% | 2.50% - 6.50% | Time deposits – Rupiah     |
| Deposito berjangka – Dolar AS | 5.25%         | 5.00%         | Time deposits – US Dollars |
| <u>Jangka waktu</u>           |               |               | <u>Time period</u>         |
|                               | 1 - 3         | 1 - 3         |                            |
|                               | bulan/month   | bulan/month   |                            |

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**5. PIUTANG USAHA**

**5. TRADE RECEIVABLES**

|                              | <u>2024</u>           | <u>2023</u>             |                            |
|------------------------------|-----------------------|-------------------------|----------------------------|
| Pihak ketiga                 | 686,704               | 1,026,622               | Third parties              |
| Provisi penurunan nilai      | <u>(3,994)</u>        | <u>(13,524)</u>         | Provision for impairment   |
|                              | <u>682,710</u>        | <u>1,013,098</u>        |                            |
| Pihak berelasi (Catatan 24b) | 280,166               | 114,438                 | Related parties (Note 24b) |
| Provisi penurunan nilai      | <u>(820)</u>          | <u>(797)</u>            | Provision for impairment   |
|                              | <u>279,346</u>        | <u>113,641</u>          |                            |
| <b>Jumlah</b>                | <b><u>962,056</u></b> | <b><u>1,126,739</u></b> | <b>Total</b>               |

Nilai tercatat piutang usaha berdasarkan mata uang adalah sebagai berikut:

*The carrying amounts of the trade receivables based on the currencies are as follows:*

|               | <u>2024</u>           | <u>2023</u>             |              |
|---------------|-----------------------|-------------------------|--------------|
| Rupiah        | 638,425               | 504,996                 | Rupiah       |
| Dolar AS      | <u>328,445</u>        | <u>636,064</u>          | US Dollars   |
| <b>Jumlah</b> | <b><u>966,870</u></b> | <b><u>1,141,060</u></b> | <b>Total</b> |

Rincian umur piutang usaha adalah sebagai berikut:

*The ageing of trade receivables is as follows:*

|                    | <u>2024</u>           | <u>2023</u>             |               |
|--------------------|-----------------------|-------------------------|---------------|
| Belum jatuh tempo  | 956,824               | 1,124,403               | Not yet due   |
| Sudah jatuh tempo: |                       |                         | Past due:     |
| 1 - 3 bulan        | 3,305                 | 1,863                   | 1 - 3 months  |
| 3 - 12 bulan       | 1,621                 | 795                     | 3 - 12 months |
| > 1 tahun          | <u>5,120</u>          | <u>13,999</u>           | > 1 year      |
| <b>Jumlah</b>      | <b><u>966,870</u></b> | <b><u>1,141,060</u></b> | <b>Total</b>  |

Mutasi provisi atas penurunan nilai adalah sebagai berikut:

*The movements in provision for impairment were as follows:*

|                    | <u>2024</u>         | <u>2023</u>          |                       |
|--------------------|---------------------|----------------------|-----------------------|
| Saldo awal         | 14,321              | 35,369               | Beginning balance     |
| Penghapusan        | (7,026)             | (17,774)             | Write-off             |
| Pemulihan          | (2,998)             | (3,518)              | Recovery              |
| Penambahan         | <u>517</u>          | <u>244</u>           | Additions             |
| <b>Saldo akhir</b> | <b><u>4,814</u></b> | <b><u>14,321</u></b> | <b>Ending balance</b> |

Manajemen berkeyakinan bahwa provisi atas penurunan nilai telah memadai untuk menutup kerugian atas tidak tertagihnya piutang usaha.

*Management believes that the provision for impairment is sufficient to cover losses from the uncollectible trade receivables.*

Lihat Catatan 27b untuk analisa risiko kredit piutang usaha.

*Refer to Note 27b for credit risk analysis of trade receivables.*

Piutang usaha merupakan piutang tanpa bunga. Karena jatuh temponya yang pendek, jumlah tercatat piutang usaha kurang lebih sama dengan nilai wajarnya.

*Trade receivables are non-interest bearing. Due to the short-term nature of trade receivables, their carrying amounts approximate their fair values.*



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**6. PIUTANG SUBSIDI DARI PEMERINTAH REPUBLIK INDONESIA**

Akun ini merupakan piutang subsidi dari Pemerintah Republik Indonesia yang timbul dari penyaluran pupuk bersubsidi (urea dan NPK) oleh Perusahaan. Berikut ini adalah rincian dari piutang subsidi:

|                                                                   | <u>2024</u>          | <u>2023</u>           |
|-------------------------------------------------------------------|----------------------|-----------------------|
| Tahun:                                                            |                      |                       |
| - 2023                                                            | -                    | 975,719               |
| - 2024                                                            | 16,310               | -                     |
| Sub-total                                                         | <u>16,310</u>        | <u>975,719</u>        |
| Dikurangi:                                                        |                      |                       |
| Utang Pajak Pertambahan                                           |                      |                       |
| Nilai ("PPN") keluaran atas piutang subsidi yang belum dibayarkan | (1,616)              | (96,693)              |
| Jumlah                                                            | <u>14,694</u>        | <u>879,026</u>        |
| <b>Dikurangi:</b>                                                 |                      |                       |
| <b>Bagian lancar</b>                                              | <u><b>14,694</b></u> | <u><b>879,026</b></u> |
| <b>Bagian tidak lancar</b>                                        | <u><b>-</b></u>      | <u><b>-</b></u>       |

Piutang subsidi dari Pemerintah penyaluran pupuk subsidi untuk tahun 2024 dan 2023 ditentukan berdasarkan hasil audit oleh BPK-RI yang tertuang pada Berita Acara Hasil Pemeriksaan tertanggal 5 Mei 2025 (untuk tahun 2024) dan 22 Maret 2024 (untuk tahun 2023), dikurangi jumlah subsidi yang telah dibayarkan oleh Pemerintah pada tahun 2024 dan 2023. Untuk kuantum penyaluran pupuk bersubsidi, manajemen menggunakan kuantum penyaluran berdasarkan Berita Acara Hasil Pemeriksaan oleh BPK-RI.

Mutasi saldo piutang subsidi adalah sebagai berikut:

|                                                               | <u>2024</u>          | <u>2023</u>           |
|---------------------------------------------------------------|----------------------|-----------------------|
| Saldo awal                                                    | 975,719              | 566,979               |
| Penyesuaian subsidi                                           | (3,082)              | (5,054)               |
| Penyesuaian PPN subsidi                                       | (339)                | 1,308                 |
| Pendapatan subsidi Pemerintah tahun berjalan (Catatan 19)     | 4,721,001            | 3,108,704             |
| PPN terkait pendapatan subsidi Pemerintah tahun berjalan      | 519,310              | 341,957               |
| Penerimaan dari Pemerintah                                    | (5,498,518)          | (2,737,095)           |
| PPH 22 atas penerimaan                                        | (83,733)             | -                     |
| PPN subsidi terkait                                           | (614,048)            | (301,080)             |
|                                                               | <u>16,310</u>        | <u>975,719</u>        |
| Dikurangi:                                                    |                      |                       |
| Utang PPN keluaran atas piutang subsidi yang belum dibayarkan | (1,616)              | (96,693)              |
| <b>Saldo akhir</b>                                            | <u><b>14,694</b></u> | <u><b>879,026</b></u> |

Utang PPN Keluaran atas subsidi yang belum dibayarkan merupakan utang PPN atas penjualan subsidi yang penyelesaiannya akan dilakukan melalui saling hapus dengan porsi PPN dari pelunasan piutang subsidi.

Risiko kredit atas piutang subsidi dianggap dapat diabaikan karena pihak debitur merupakan Pemerintah Republik Indonesia, dan oleh karena itu, tidak ada kerugian penurunan nilai yang dicatat atas piutang subsidi.

**6. SUBSIDY RECEIVABLES FROM THE GOVERNMENT OF THE REPUBLIC OF INDONESIA**

This account represents the subsidy receivables from the Government of the Republic of Indonesia arising from the distribution of subsidised fertilisers (urea and NPK) by the Company. The details of the subsidy receivables are as follows:

|                                                                      | <u>2024</u>          | <u>2023</u>           |
|----------------------------------------------------------------------|----------------------|-----------------------|
| Year:                                                                |                      |                       |
| 2023 -                                                               | -                    | 975,719               |
| 2024 -                                                               | 16,310               | -                     |
| Sub-total                                                            | <u>16,310</u>        | <u>975,719</u>        |
| Less:                                                                |                      |                       |
| Value Added Tax ("VAT") out payables from unpaid subsidy receivables | (1,616)              | (96,693)              |
| Total                                                                | <u>14,694</u>        | <u>879,026</u>        |
| Less:                                                                |                      |                       |
| Current portion                                                      | <u><b>14,694</b></u> | <u><b>879,026</b></u> |
| Non-current portion                                                  | <u><b>-</b></u>      | <u><b>-</b></u>       |

Subsidy receivables from the distribution of subsidised fertiliser in 2024 and 2023 were determined based on the audit result by BPK-RI as stated on Minutes of Audit Result dated on 5 Mei 2025 (for the year 2024) and 22 March 2024 (for the year 2023), deducted with the amount of subsidy paid by the Government in 2024 and 2023. For the distributed quantity of subsidised fertiliser, management used the total quantity as stated in the Minutes of Audit Result by BPK-RI.

The movements of the subsidy receivables were as follows:

|                                                              |                      |
|--------------------------------------------------------------|----------------------|
| Beginning balance                                            | 975,719              |
| Adjustment of subsidy                                        | (3,082)              |
| Adjustment of VAT subsidy                                    | 1,308                |
| Government's subsidy revenue for the year (Note 19)          | 4,721,001            |
| VAT related to the Government's subsidy revenue for the year | 519,310              |
| Receipts from the Government                                 | (5,498,518)          |
| Income tax article 22 related to settlements                 | (83,733)             |
| Related subsidy VAT                                          | (614,048)            |
|                                                              | <u>16,310</u>        |
| Less:                                                        |                      |
| VAT out payables from unpaid subsidy receivables             | (1,616)              |
| Ending balance                                               | <u><b>14,694</b></u> |

VAT Out payables from the unpaid subsidy receivables represent the VAT payables from subsidy sales, the settlement of which will be performed by offsetting VAT portion from the settlement of the subsidy receivables.

The credit risk on the subsidy receivables is considered negligible since the counterparty is the Government of the Republic of Indonesia, and therefore, no impairment loss was recorded on the subsidy receivables.

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**7. PIUTANG SUBSIDI YANG BELUM DITAGIH**

Piutang subsidi yang belum ditagih adalah sebagai berikut:

|                                                                                | <u>2024</u>           | <u>2023</u>          |
|--------------------------------------------------------------------------------|-----------------------|----------------------|
| Piutang subsidi belum ditagihkan                                               | 157,526               | 99,820               |
| Dikurangi:<br>Utang PPN keluaran atas<br>piutang subsidi yang<br>belum ditagih | <u>(15,610)</u>       | <u>(9,892)</u>       |
| <b>Jumlah</b>                                                                  | <b><u>141,916</u></b> | <b><u>89,928</u></b> |

Piutang subsidi yang belum ditagih merupakan pendapatan atas penjualan pupuk bersubsidi ke distributor namun belum tersalurkan ke petani.

**7. UNBILLED SUBSIDY RECEIVABLES**

Unbilled subsidy receivables were as follows:

|                                                                   | <u>2024</u>           | <u>2023</u>          |
|-------------------------------------------------------------------|-----------------------|----------------------|
| Unbilled subsidy receivables                                      | 157,526               | 99,820               |
| Less:<br>VAT out payables<br>from unbilled<br>subsidy receivables | <u>(15,610)</u>       | <u>(9,892)</u>       |
| <b>Total</b>                                                      | <b><u>141,916</u></b> | <b><u>89,928</u></b> |

Unbilled subsidy receivables arise from the sales of subsidised fertiliser to distributors that have not yet distributed the fertiliser to farmers.

**8. PERSEDIAAN**

|                                   | <u>2024</u>             | <u>2023</u>             |
|-----------------------------------|-------------------------|-------------------------|
| Barang jadi                       | 2,635,036               | 3,272,794               |
| Suku cadang dan<br>bahan pembantu | 1,217,642               | 1,195,604               |
| Bahan baku                        | 314,699                 | 1,039,248               |
| Real estate                       | <u>87,849</u>           | <u>86,954</u>           |
|                                   | <u>4,255,226</u>        | <u>5,594,600</u>        |
| Provisi penurunan nilai           | <u>(440,140)</u>        | <u>(406,494)</u>        |
| <b>Jumlah</b>                     | <b><u>3,815,086</u></b> | <b><u>5,188,106</u></b> |

Mutasi provisi atas penurunan nilai persediaan adalah sebagai berikut:

|               | <u>2024</u>           | <u>2023</u>           |
|---------------|-----------------------|-----------------------|
| Saldo awal    | 406,494               | 433,530               |
| Penghapusan   | (2,206)               | (30,388)              |
| Pemulihan     | (78,584)              | (61,069)              |
| Penambahan    | <u>114,436</u>        | <u>64,421</u>         |
| <b>Jumlah</b> | <b><u>440,140</u></b> | <b><u>406,494</u></b> |

Manajemen berkeyakinan bahwa provisi atas persediaan usang adalah cukup.

Pada tanggal 31 Desember 2024, persediaan Grup telah diasuransikan terhadap risiko kehilangan, kebakaran dan risiko lainnya dengan nilai pertanggungan sebesar Rp5.470.638 dan USD21.930.000 (31 Desember 2023: Rp4.685.580 dan USD21.930.000). Manajemen berpendapat bahwa persediaan telah diasuransikan secara memadai untuk menutupi risiko kehilangan dan kerusakan.

**8. INVENTORIES**

|                                         | <u>2024</u>             | <u>2023</u>             |
|-----------------------------------------|-------------------------|-------------------------|
| Finished goods                          | 2,635,036               | 3,272,794               |
| Spare parts and supporting<br>materials | 1,217,642               | 1,195,604               |
| Raw materials                           | 314,699                 | 1,039,248               |
| Real estate                             | <u>87,849</u>           | <u>86,954</u>           |
|                                         | <u>4,255,226</u>        | <u>5,594,600</u>        |
| Provision for impairment                | <u>(440,140)</u>        | <u>(406,494)</u>        |
| <b>Total</b>                            | <b><u>3,815,086</u></b> | <b><u>5,188,106</u></b> |

Movements in the provision for inventory impairment are as follows:

|                   | <u>2024</u>           | <u>2023</u>           |
|-------------------|-----------------------|-----------------------|
| Beginning balance | 406,494               | 433,530               |
| Write-off         | (2,206)               | (30,388)              |
| Recovery          | (78,584)              | (61,069)              |
| Additions         | <u>114,436</u>        | <u>64,421</u>         |
| <b>Total</b>      | <b><u>440,140</u></b> | <b><u>406,494</u></b> |

Management believes that the provision for impairment is adequate.

As at 31 December 2024, the Group's inventories were covered by insurance against the risk of loss, fire and other risks with total coverage of Rp5,470,638 and USD21,930,000 (31 December 2023: Rp4,685,580 and USD21,930,000). Management considers that the inventories are adequately insured in order to cover the risk of loss and damage.

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**9. UANG MUKA DAN BEBAN DIBAYAR DI MUKA**

**9. ADVANCES AND PREPAYMENTS**

|                                               | <u>2024</u>           | <u>2023</u>           |                                            |
|-----------------------------------------------|-----------------------|-----------------------|--------------------------------------------|
| <b>Uang muka</b>                              |                       |                       | <b>Advances</b>                            |
| Uang muka kepada pemasok                      | 121,400               | 209,432               | Advances to suppliers                      |
| Uang muka kepada kontraktor dan subkontraktor | 4,686                 | 27,634                | Advances to contractors and subcontractors |
| Uang muka kepada pihak ketiga lainnya         | 291                   | 395                   | Advances to other third parties            |
|                                               | <u>126,377</u>        | <u>237,461</u>        |                                            |
| <b>Beban dibayar di muka</b>                  |                       |                       | <b>Prepayments</b>                         |
| Asuransi                                      | 11,485                | 11,390                | Insurance                                  |
| Sewa                                          | 3,586                 | 10,450                | Rent                                       |
| Lain-lain                                     | 2,281                 | 1,580                 | Others                                     |
|                                               | <u>17,352</u>         | <u>23,420</u>         |                                            |
| Jumlah                                        | <u>143,729</u>        | <u>260,881</u>        | Total                                      |
| <b>Dikurangi:</b>                             |                       |                       | <b>Less:</b>                               |
| <b>Bagian lancar</b>                          | <u>(23,899)</u>       | <u>(70,393)</u>       | <b>Current portion</b>                     |
| <b>Bagian tidak lancar</b>                    | <u><u>119,830</u></u> | <u><u>190,488</u></u> | <b>Non-current portion</b>                 |

**10. ASET KEUANGAN LAINNYA DAN ASET TIDAK LANCAR LAINNYA**

**10. OTHER FINANCIAL ASSETS AND OTHER NON-CURRENT ASSETS**

|                                                                                        | <u>2024</u>           | <u>2023</u>           |                                                                          |
|----------------------------------------------------------------------------------------|-----------------------|-----------------------|--------------------------------------------------------------------------|
| <b>Deposito berjangka dengan jatuh tempo di atas 3 bulan dan sampai dengan 1 tahun</b> |                       |                       | <b>Time deposits with maturities more than 3 months and up to 1 year</b> |
| <u>Entitas berelasi dengan</u>                                                         |                       |                       | <u>Government-related entities</u>                                       |
| <u>Pemerintah</u> (Catatan 24b)                                                        | 4,553,100             | 3,575,000             | (Note 24b)                                                               |
| <b>Simpanan giro dengan jatuh tempo di atas 3 bulan dan sampai dengan 1 tahun</b>      |                       |                       | <b>Giro deposits with maturities more than 3 months and up to 1 year</b> |
| <u>Entitas berelasi dengan</u>                                                         |                       |                       | <u>Government-related entities</u>                                       |
| <u>Pemerintah</u> (Catatan 24b)                                                        | 1,002,044             | -                     | (Note 24b)                                                               |
| Klaim asuransi untuk aset tetap                                                        | -                     | 233,540               | Insurance claim for fixed assets                                         |
| Dana Program Kesehatan                                                                 | -                     | 171,671               | Pension Health Program                                                   |
| Pensiun ("Prokespen") (Catatan 16a)                                                    | -                     | 171,671               | ("Prokespen") fund (Note 16a)                                            |
| Lain-lain                                                                              | 254,406               | 270,589               | Others                                                                   |
| Jumlah                                                                                 | <u>5,809,550</u>      | <u>4,250,800</u>      | Total                                                                    |
| <b>Dikurangi:</b>                                                                      |                       |                       | <b>Less:</b>                                                             |
| <b>Bagian lancar</b>                                                                   | <u>(5,626,313)</u>    | <u>(4,052,823)</u>    | <b>Current portion</b>                                                   |
| <b>Bagian tidak lancar</b>                                                             | <u><u>183,237</u></u> | <u><u>197,977</u></u> | <b>Non-current portion</b>                                               |

Grup memiliki deposito berjangka (jangka waktu lebih dari 3 bulan dan sampai dengan 1 tahun) dan simpanan giro (dengan jangka waktu lebih dari 3 bulan dan sampai dengan 1 tahun) dengan kisaran tingkat suku bunga sebagai berikut:

The Group has time deposits (maturities of more than 3 months and up to 1 year) and giro deposits (maturities of more than 3 months and up to 1 year) with the range of the contractual interest rates as follows:

|          | <u>2024</u>   | <u>2023</u>   |            |
|----------|---------------|---------------|------------|
| Rupiah   | 1.00% - 6.80% | 2.25% - 7.00% | Rupiah     |
| Dolar AS | 5.00% - 5.25% | -             | US Dollars |

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**11. INVESTASI PADA ENTITAS ASOSIASI DAN VENTURA BERSAMA      11. INVESTMENT IN ASSOCIATES AND JOINT VENTURES**

| 2024                                                        |       |                                                                                                |                          |                                                                              |                                                                                                                  |                       |                                                                                           |
|-------------------------------------------------------------|-------|------------------------------------------------------------------------------------------------|--------------------------|------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|-----------------------|-------------------------------------------------------------------------------------------|
| Perubahan selama tahun berjalan/<br>Changes during the year |       |                                                                                                |                          |                                                                              |                                                                                                                  |                       |                                                                                           |
| Nama Perusahaan/<br>Name of Company                         | %     | Nilai<br>tercatat<br>awal<br>tahun/<br>Carrying<br>value<br>at the<br>beginning<br>of the year | Penambahan/<br>Additions | Bagian<br>(rugi)/<br>laba<br>bersih/<br>Share<br>of net<br>(loss)/<br>income | Bagian<br>Penghasilan/<br>(rugi)<br>komprehensif<br>lain/<br>Share of<br>other<br>comprehensive<br>income/(loss) | Dividen/<br>Dividends | Nilai<br>tercatat<br>akhir<br>tahun/<br>Carrying<br>value at<br>the end<br>of the<br>year |
| <b>Entitas asosiasi/Associates</b>                          |       |                                                                                                |                          |                                                                              |                                                                                                                  |                       |                                                                                           |
| PT Kaltim Amonium Nitrat                                    | 34.96 | 155,660                                                                                        | -                        | 5,861                                                                        | -                                                                                                                | -                     | 161,521                                                                                   |
| PT Kaltim Daya Mandiri                                      | 44.00 | 212,729                                                                                        | -                        | 41,702                                                                       | 84                                                                                                               | (16,688)              | 237,827                                                                                   |
| PT Bintang Sintuk Hotel*                                    | 20.00 | -                                                                                              | -                        | -                                                                            | -                                                                                                                | -                     | -                                                                                         |
| PT Kaltim Medika Utama                                      | 26.29 | 15,095                                                                                         | -                        | 920                                                                          | (1,639)                                                                                                          | (342)                 | 14,034                                                                                    |
|                                                             |       | 383,484                                                                                        | -                        | 48,483                                                                       | (1,555)                                                                                                          | (17,030)              | 413,382                                                                                   |
| <b>Ventura bersama/Joint ventures</b>                       |       |                                                                                                |                          |                                                                              |                                                                                                                  |                       |                                                                                           |
| PT Kalimantan Agro Nusantara                                | 58.93 | 249,355                                                                                        | -                        | 60,316                                                                       | 2,992                                                                                                            | (21,411)              | 291,252                                                                                   |
| PT Pupuk Agro Nusantara                                     | 51.00 | 43,026                                                                                         | -                        | (341)                                                                        | -                                                                                                                | -                     | 42,685                                                                                    |
|                                                             |       | 292,381                                                                                        | -                        | 59,975                                                                       | 2,992                                                                                                            | (21,411)              | 333,937                                                                                   |
| <b>Jumlah/Total</b>                                         |       | <b>675,865</b>                                                                                 | <b>-</b>                 | <b>108,458</b>                                                               | <b>1,437</b>                                                                                                     | <b>(38,441)</b>       | <b>747,319</b>                                                                            |
| 2023                                                        |       |                                                                                                |                          |                                                                              |                                                                                                                  |                       |                                                                                           |
| Perubahan selama tahun berjalan/<br>Changes during the year |       |                                                                                                |                          |                                                                              |                                                                                                                  |                       |                                                                                           |
| Nama Perusahaan/<br>Name of Company                         | %     | Nilai<br>tercatat<br>awal<br>tahun/<br>Carrying<br>value<br>at the<br>beginning<br>of the year | Penambahan/<br>Additions | Bagian<br>(rugi)/<br>laba<br>bersih/<br>Share<br>of net<br>(loss)/<br>income | Bagian<br>Penghasilan/<br>(rugi)<br>komprehensif<br>lain/<br>Share of<br>other<br>comprehensive<br>income/(loss) | Dividen/<br>Dividends | Nilai<br>tercatat<br>akhir<br>tahun/<br>Carrying<br>value at<br>the end<br>of the<br>year |
| <b>Entitas asosiasi/Associates</b>                          |       |                                                                                                |                          |                                                                              |                                                                                                                  |                       |                                                                                           |
| PT Kaltim Amonium Nitrat                                    | 34.96 | 129,590                                                                                        | -                        | (3,720)                                                                      | 29,790                                                                                                           | -                     | 155,660                                                                                   |
| PT Kaltim Daya Mandiri                                      | 44.00 | 212,714                                                                                        | -                        | 32,567                                                                       | (24)                                                                                                             | (32,528)              | 212,729                                                                                   |
| PT Bintang Sintuk Hotel*                                    | 20.00 | -                                                                                              | -                        | -                                                                            | -                                                                                                                | -                     | -                                                                                         |
| PT Kaltim Medika Utama                                      | 26.29 | 16,797                                                                                         | -                        | 1,885                                                                        | -                                                                                                                | (3,587)               | 15,095                                                                                    |
|                                                             |       | 359,101                                                                                        | -                        | 30,732                                                                       | 29,766                                                                                                           | (36,115)              | 383,484                                                                                   |
| <b>Ventura bersama/Joint ventures</b>                       |       |                                                                                                |                          |                                                                              |                                                                                                                  |                       |                                                                                           |
| PT Kalimantan Agro Nusantara                                | 58.93 | 214,612                                                                                        | -                        | 34,398                                                                       | 345                                                                                                              | -                     | 249,355                                                                                   |
| PT Pupuk Agro Nusantara                                     | 51.00 | 43,642                                                                                         | -                        | (616)                                                                        | -                                                                                                                | -                     | 43,026                                                                                    |
|                                                             |       | 258,254                                                                                        | -                        | 33,782                                                                       | 345                                                                                                              | -                     | 292,381                                                                                   |
| <b>Jumlah/Total</b>                                         |       | <b>617,355</b>                                                                                 | <b>-</b>                 | <b>64,514</b>                                                                | <b>30,111</b>                                                                                                    | <b>(36,115)</b>       | <b>675,865</b>                                                                            |

\*) Telah mengalami penurunan nilai

\*) Has been impaired

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**11. INVESTASI PADA ENTITAS ASOSIASI DAN VENTURA  
BERSAMA (lanjutan)**

Ringkasan informasi keuangan entitas asosiasi dan ventura bersama Grup, dimana semuanya berdomisili di Indonesia tidak diperdagangkan di bursa, adalah sebagai berikut:

**11. INVESTMENT IN ASSOCIATES AND JOINT VENTURES  
(continued)**

The summary of the financial information of the Group's associates and joint ventures, all of which are domiciled in Indonesia and are unlisted, is as follows:

|                                       | 2024                                 |                                                   |                                                 |                                                              |                        |                              | Penghasilan/<br>(rugi)<br>komprehensif/<br>Comprehensive<br>income/(loss) |
|---------------------------------------|--------------------------------------|---------------------------------------------------|-------------------------------------------------|--------------------------------------------------------------|------------------------|------------------------------|---------------------------------------------------------------------------|
|                                       | Aset<br>lancar/<br>Current<br>assets | Aset<br>tidak<br>lancar/<br>Non-current<br>assets | Liabilitas<br>lancar/<br>Current<br>liabilities | Liabilitas<br>tidak<br>lancar/<br>Non-current<br>liabilities | Pendapatan/<br>Revenue | (Rugi)/laba<br>(Loss)/profit |                                                                           |
| <b>Entitas asosiasi/Associates</b>    |                                      |                                                   |                                                 |                                                              |                        |                              |                                                                           |
| PT Kaltim Amonium Nitrat              | 201,971                              | 1,296,316                                         | 291,366                                         | 744,925                                                      | 179,522                | 16,765                       | -                                                                         |
| PT Bintang Sintuk Hotel               | 9,020                                | 7,838                                             | 3,152                                           | 2,899                                                        | 16,610                 | 3,169                        | -                                                                         |
| PT Kaltim Daya Mandiri                | 300,557                              | 369,161                                           | 105,031                                         | 29,799                                                       | 655,886                | 94,777                       | 191                                                                       |
| PT Kaltim Medika Utama                | 118,466                              | 115,266                                           | 95,936                                          | 37,865                                                       | 319,701                | 3,499                        | (6,234)                                                                   |
| <b>Jumlah/Total</b>                   | <b>630,014</b>                       | <b>1,788,581</b>                                  | <b>495,485</b>                                  | <b>815,488</b>                                               | <b>1,171,719</b>       | <b>118,210</b>               | <b>(6,043)</b>                                                            |
| <b>Ventura bersama/Joint ventures</b> |                                      |                                                   |                                                 |                                                              |                        |                              |                                                                           |
| PT Kalimantan Agro Nusantara          | 161,541                              | 476,469                                           | 135,559                                         | 7,603                                                        | 541,341                | 102,301                      | 5,742                                                                     |
| PT Pupuk Agro Nusantara               | 15,037                               | 68,743                                            | 83                                              | -                                                            | 673                    | (669)                        | -                                                                         |
| <b>Jumlah/Total</b>                   | <b>176,578</b>                       | <b>545,212</b>                                    | <b>135,642</b>                                  | <b>7,603</b>                                                 | <b>542,014</b>         | <b>101,632</b>               | <b>5,742</b>                                                              |
|                                       | 2023                                 |                                                   |                                                 |                                                              |                        |                              | Penghasilan/<br>(rugi)<br>komprehensif/<br>Comprehensive<br>income/(loss) |
|                                       | Aset<br>lancar/<br>Current<br>assets | Aset<br>tidak<br>lancar/<br>Non-current<br>assets | Liabilitas<br>lancar/<br>Current<br>liabilities | Liabilitas<br>tidak<br>lancar/<br>Non-current<br>liabilities | Pendapatan/<br>Revenue | (Rugi)/laba<br>(Loss)/profit |                                                                           |
| <b>Entitas asosiasi/Associates</b>    |                                      |                                                   |                                                 |                                                              |                        |                              |                                                                           |
| PT Kaltim Amonium Nitrat              | 1,097,405                            | 130,556                                           | 110,729                                         | 672,001                                                      | -                      | (10,596)                     | 85,209                                                                    |
| PT Bintang Sintuk Hotel               | 7,256                                | 7,243                                             | 2,851                                           | 2,391                                                        | 13,898                 | 2,239                        | -                                                                         |
| PT Kaltim Daya Mandiri                | 259,114                              | 332,953                                           | 95,689                                          | 18,531                                                       | 681,170                | 84,280                       | (54)                                                                      |
| PT Kaltim Medika Utama                | 115,126                              | 122,298                                           | 99,253                                          | 34,204                                                       | 322,675                | 7,167                        | -                                                                         |
| <b>Jumlah/Total</b>                   | <b>1,478,901</b>                     | <b>593,050</b>                                    | <b>308,522</b>                                  | <b>727,127</b>                                               | <b>1,017,743</b>       | <b>83,090</b>                | <b>85,155</b>                                                             |
| <b>Ventura bersama/Joint ventures</b> |                                      |                                                   |                                                 |                                                              |                        |                              |                                                                           |
| PT Kalimantan Agro Nusantara          | 130,615                              | 502,717                                           | 144,574                                         | 65,620                                                       | 461,341                | 72,665                       | 45                                                                        |
| PT Pupuk Agro Nusantara               | 16,987                               | 68,743                                            | 1                                               | 1,363                                                        | -                      | (1,209)                      | -                                                                         |
| <b>Jumlah/Total</b>                   | <b>147,602</b>                       | <b>571,460</b>                                    | <b>144,575</b>                                  | <b>66,983</b>                                                | <b>461,341</b>         | <b>71,456</b>                | <b>45</b>                                                                 |



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**11. INVESTASI PADA ENTITAS ASOSIASI DAN VENTURA  
BERSAMA (lanjutan)**

Seluruh entitas asosiasi dan ventura bersama tersebut merupakan perusahaan swasta yang tidak terdaftar di bursa dan tidak terdapat harga pasar yang dikutip yang tersedia untuk sahamnya.

Rekonsiliasi atas ringkasan informasi keuangan yang disajikan terhadap nilai buku dari kepentingan entitas asosiasi dan ventura bersama adalah sebagai berikut:

**11. INVESTMENT IN ASSOCIATES AND JOINT VENTURES  
(continued)**

All of the associates and joint ventures are unlisted private companies, and there is no quoted market price available for their shares.

The reconciliation of the summarised financial information presented to the carrying amounts of the interests in associates and joint ventures is as follows:

| 2024                                                         |                                |                              |                               |                              |                                    |                                  |
|--------------------------------------------------------------|--------------------------------|------------------------------|-------------------------------|------------------------------|------------------------------------|----------------------------------|
|                                                              | PT Kaltim<br>Amonium<br>Nitrat | PT Kaltim<br>Daya<br>Mandiri | PT Bintang<br>Sintuk<br>Hotel | PT Kaltim<br>Medika<br>Utama | PT Kalimantan<br>Agro<br>Nusantara | PT Pupuk<br>Agro<br>Nusantara    |
| Ringkasan informasi keuangan                                 |                                |                              |                               |                              |                                    | Summarised financial information |
| Pada awal tahun                                              | 445,231                        | 477,847                      | 9,257                         | 103,967                      | 423,138                            | 84,366                           |
| Penyesuaian                                                  | -                              | -                            | (119)                         | -                            | -                                  | (7)                              |
| Dividen                                                      | -                              | (37,925)                     | (1,500)                       | (1,300)                      | (36,333)                           | -                                |
| Labal/(rugi) tahun berjalan                                  | 16,765                         | 94,777                       | 3,169                         | 3,499                        | 102,301                            | (662)                            |
| Penghasilan komprehensif lain                                | -                              | 191                          | -                             | (6,234)                      | 5,742                              | -                                |
| Pada akhir tahun                                             | 461,996                        | 534,890                      | 10,807                        | 99,932                       | 494,848                            | 83,697                           |
| Bagian atas aset bersih entitas asosiasi dan ventura bersama | 161,514                        | 235,351                      | 2,161                         | 26,272                       | 291,614                            | 42,686                           |
| Penyesuaian lainnya                                          | 7                              | 2,476                        | (2,161)                       | (12,238)                     | (362)                              | (1)                              |
| Nilai buku                                                   | 161,521                        | 237,827                      | -                             | 14,034                       | 291,252                            | 42,685                           |
| 2023                                                         |                                |                              |                               |                              |                                    |                                  |
|                                                              | PT Kaltim<br>Amonium<br>Nitrat | PT Kaltim<br>Daya<br>Mandiri | PT Bintang<br>Sintuk<br>Hotel | PT Kaltim<br>Medika<br>Utama | PT Kalimantan<br>Agro<br>Nusantara | PT Pupuk<br>Agro<br>Nusantara    |
| Ringkasan informasi keuangan                                 |                                |                              |                               |                              |                                    | Summarised financial information |
| Pada awal tahun                                              | 370,606                        | 483,489                      | 3,350                         | 63,892                       | 364,182                            | 85,573                           |
| Penyesuaian                                                  | 12                             | (15,941)                     | 3,668                         | 46,551                       | (13,754)                           | 2                                |
| Penambahan                                                   | -                              | -                            | -                             | -                            | -                                  | -                                |
| Dividen                                                      | -                              | (73,927)                     | -                             | (13,643)                     | -                                  | -                                |
| (Rugi)/laba tahun berjalan                                   | (10,596)                       | 84,280                       | 2,239                         | 7,167                        | 72,665                             | (1,209)                          |
| Penghasilan komprehensif lain                                | 85,209                         | (54)                         | -                             | -                            | 45                                 | -                                |
| Pada akhir tahun                                             | 445,231                        | 477,847                      | 9,257                         | 103,967                      | 423,138                            | 84,366                           |
| Bagian atas aset bersih entitas asosiasi dan ventura bersama | 155,653                        | 210,253                      | 1,851                         | 27,333                       | 249,355                            | 43,027                           |
| Penyesuaian lainnya                                          | 7                              | 2,476                        | (1,851)                       | (12,238)                     | -                                  | (1)                              |
| Nilai buku                                                   | 155,660                        | 212,729                      | -                             | 15,095                       | 249,355                            | 43,026                           |

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**12. ASET TETAP**

**12. FIXED ASSETS**

| 2024                                |                          |                         |                                    |                           |                                   |                                 |
|-------------------------------------|--------------------------|-------------------------|------------------------------------|---------------------------|-----------------------------------|---------------------------------|
| Saldo awal/<br>Beginning<br>balance | Penambahan/<br>Additions | Pelepasan/<br>Disposals | Reklasifikasi/<br>Reclassification | Revaluasi/<br>Revaluation | Saldo akhir/<br>Ending<br>balance |                                 |
| <b>Biaya perolehan</b>              |                          |                         |                                    |                           |                                   | <b>Acquisition costs</b>        |
| <b>Kepemilikan langsung</b>         |                          |                         |                                    |                           |                                   | <b>Direct ownership</b>         |
| Tanah                               | 10,690,018               | -                       | -                                  | -                         | 10,690,018                        | Land                            |
| Pabrik dan peralatan                | 19,862,227               | 103,268                 | -                                  | 801,866                   | 20,767,361                        | Plants and equipment            |
| Bangunan dan sarana                 | 2,798,736                | 766                     | (38)                               | 121,225                   | 2,920,689                         | Buildings and infrastructures   |
| Perlengkapan kantor dan rumah       | 421,147                  | 44,949                  | (1,764)                            | 9,156                     | 473,488                           | Office and household equipment  |
| Kendaraan dan alat-alat berat       | 216,504                  | 13,524                  | (882)                              | 7,541                     | 236,687                           | Vehicles and heavy equipment    |
| Mesin bengkel kerja                 | 118,915                  | -                       | -                                  | 29,887                    | 148,802                           | Workshop machinery              |
| Aset dalam penyelesaian             | 1,918,408                | 2,629,749               | (129)                              | (969,675)                 | 3,578,353                         | Construction in progress        |
|                                     | <u>36,025,955</u>        | <u>2,792,256</u>        | <u>(2,813)</u>                     | <u>-</u>                  | <u>38,815,398</u>                 |                                 |
| <b>Aset hak guna</b>                |                          |                         |                                    |                           |                                   | <b>Right-of-use assets</b>      |
| Tanah                               | 289                      | 524                     | (407)                              | -                         | 406                               | Land                            |
| Bangunan dan sarana                 | 61,127                   | 22,293                  | (55,013)                           | -                         | 28,407                            | Buildings and infrastructures   |
| Kendaraan dan alat-alat berat       | 129,196                  | 17,614                  | (33,456)                           | -                         | 113,354                           | Vehicles and heavy equipment    |
|                                     | <u>36,216,567</u>        | <u>2,832,687</u>        | <u>(91,689)</u>                    | <u>-</u>                  | <u>38,957,565</u>                 |                                 |
| <b>Akumulasi penyusutan</b>         |                          |                         |                                    |                           |                                   | <b>Accumulated depreciation</b> |
| <b>Kepemilikan langsung</b>         |                          |                         |                                    |                           |                                   | <b>Direct ownership</b>         |
| Pabrik dan peralatan                | (12,197,690)             | (1,424,743)             | -                                  | -                         | (13,622,433)                      | Plants and equipment            |
| Bangunan dan sarana                 | (1,441,238)              | (113,519)               | 37                                 | -                         | (1,554,720)                       | Buildings and infrastructures   |
| Perlengkapan kantor dan rumah       | (329,223)                | (44,634)                | 1,764                              | -                         | (372,093)                         | Office and household equipment  |
| Kendaraan dan alat-alat berat       | (174,886)                | (11,412)                | 697                                | -                         | (185,601)                         | Vehicles and heavy equipment    |
| Mesin bengkel kerja                 | (92,573)                 | (7,787)                 | -                                  | -                         | (100,360)                         | Workshop machinery              |
|                                     | <u>(14,235,610)</u>      | <u>(1,602,095)</u>      | <u>2,498</u>                       | <u>-</u>                  | <u>(15,835,207)</u>               |                                 |
| <b>Aset hak guna</b>                |                          |                         |                                    |                           |                                   | <b>Right-of-use assets</b>      |
| Bangunan dan sarana                 | (35,286)                 | (36,336)                | 55,013                             | -                         | (16,609)                          | Buildings and infrastructures   |
| Kendaraan dan alat-alat berat       | (69,552)                 | (39,141)                | 33,456                             | -                         | (75,237)                          | Vehicles and heavy equipment    |
|                                     | <u>(14,340,448)</u>      | <u>(1,677,572)</u>      | <u>90,967</u>                      | <u>-</u>                  | <u>(15,927,053)</u>               |                                 |
| <b>Nilai tercatat neto</b>          | <u><b>21,876,119</b></u> |                         |                                    |                           | <u><b>23,030,512</b></u>          | <b>Net carrying amount</b>      |
| 2023                                |                          |                         |                                    |                           |                                   |                                 |
| Saldo awal/<br>Beginning<br>balance | Penambahan/<br>Additions | Pelepasan/<br>Disposals | Reklasifikasi/<br>Reclassification | Revaluasi/<br>Revaluation | Saldo akhir/<br>Ending<br>balance |                                 |
| <b>Biaya perolehan</b>              |                          |                         |                                    |                           |                                   | <b>Acquisition costs</b>        |
| <b>Kepemilikan langsung</b>         |                          |                         |                                    |                           |                                   | <b>Direct ownership</b>         |
| Tanah                               | 10,663,316               | -                       | -                                  | 26,702                    | 10,690,018                        | Land                            |
| Pabrik dan peralatan                | 18,751,994               | 175,320                 | -                                  | 934,913                   | 19,862,227                        | Plants and equipment            |
| Bangunan dan sarana                 | 2,461,465                | 628                     | -                                  | 336,643                   | 2,798,736                         | Buildings and infrastructures   |
| Perlengkapan kantor dan rumah       | 376,400                  | 44,522                  | -                                  | 225                       | 421,147                           | Office and household equipment  |
| Kendaraan dan alat-alat berat       | 202,761                  | 14,162                  | (6,570)                            | 6,151                     | 216,504                           | Vehicles and heavy equipment    |
| Mesin bengkel kerja                 | 117,884                  | 463                     | -                                  | 568                       | 118,915                           | Workshop machinery              |
| Aset dalam penyelesaian             | 1,391,161                | 1,832,593               | (144)                              | (1,305,202)               | 1,918,408                         | Construction in progress        |
|                                     | <u>33,964,981</u>        | <u>2,067,688</u>        | <u>(6,714)</u>                     | <u>-</u>                  | <u>36,025,955</u>                 |                                 |
| <b>Aset hak guna</b>                |                          |                         |                                    |                           |                                   | <b>Right-of-use assets</b>      |
| Tanah                               | 578                      | -                       | (289)                              | -                         | 289                               | Land                            |
| Bangunan dan sarana                 | 25,999                   | 35,128                  | -                                  | -                         | 61,127                            | Buildings and infrastructures   |
| Kendaraan dan alat-alat berat       | 51,131                   | 79,249                  | (1,184)                            | -                         | 129,196                           | Vehicles and heavy equipment    |
|                                     | <u>34,042,689</u>        | <u>2,182,065</u>        | <u>(8,187)</u>                     | <u>-</u>                  | <u>36,216,567</u>                 |                                 |
| <b>Akumulasi penyusutan</b>         |                          |                         |                                    |                           |                                   | <b>Accumulated depreciation</b> |
| <b>Kepemilikan langsung</b>         |                          |                         |                                    |                           |                                   | <b>Direct ownership</b>         |
| Pabrik dan peralatan                | (10,879,095)             | (1,318,595)             | -                                  | -                         | (12,197,690)                      | Plants and equipment            |
| Bangunan dan sarana                 | (1,345,720)              | (95,518)                | -                                  | -                         | (1,441,238)                       | Buildings and infrastructures   |
| Perlengkapan kantor dan rumah       | (289,696)                | (39,527)                | -                                  | -                         | (329,223)                         | Office and household equipment  |
| Kendaraan dan alat-alat berat       | (172,539)                | (8,917)                 | 6,570                              | -                         | (174,886)                         | Vehicles and heavy equipment    |
| Mesin bengkel kerja                 | (84,657)                 | (7,916)                 | -                                  | -                         | (92,573)                          | Workshop machinery              |
|                                     | <u>(12,771,707)</u>      | <u>(1,470,473)</u>      | <u>6,570</u>                       | <u>-</u>                  | <u>(14,235,610)</u>               |                                 |
| <b>Aset hak guna</b>                |                          |                         |                                    |                           |                                   | <b>Right-of-use assets</b>      |
| Bangunan dan sarana                 | (5,601)                  | (29,685)                | -                                  | -                         | (35,286)                          | Buildings and infrastructures   |
| Kendaraan dan alat-alat berat       | (28,295)                 | (42,441)                | 1,184                              | -                         | (69,552)                          | Vehicles and heavy equipment    |
|                                     | <u>(12,805,603)</u>      | <u>(1,542,599)</u>      | <u>7,754</u>                       | <u>-</u>                  | <u>(14,340,448)</u>               |                                 |
| <b>Nilai tercatat neto</b>          | <u><b>21,237,086</b></u> |                         |                                    |                           | <u><b>21,876,119</b></u>          | <b>Net carrying amount</b>      |

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**12. ASET TETAP (lanjutan)**

Beban penyusutan atas aset tetap adalah sebagai berikut:

|                                           | <u>2024</u>             | <u>2023</u>             |
|-------------------------------------------|-------------------------|-------------------------|
| Beban pokok pendapatan (Catatan 20)       | 1,571,077               | 1,437,386               |
| Beban umum dan administrasi (Catatan 21b) | 65,820                  | 63,233                  |
| Beban penjualan (Catatan 21a)             | <u>40,675</u>           | <u>41,980</u>           |
| <b>Jumlah</b>                             | <b><u>1,677,572</u></b> | <b><u>1,542,599</u></b> |

Grup mempunyai beberapa bidang tanah dengan sertifikat Hak Guna Bangunan yang akan berakhir masa berlakunya dalam waktu 1 dan 20 tahun ke depan, namun dapat diperpanjang. Manajemen meyakini bahwa tidak akan ada kesulitan dalam memperpanjang hak atas tanah tersebut.

Aset tetap berupa alat berat digunakan sebagai jaminan atas pinjaman pinjaman jangka panjang.

Pada tanggal 31 Desember 2024 dan 2023, manajemen Grup berpendapat bahwa tidak ada indikasi penurunan nilai aset tetap.

Untuk tahun yang berakhir 31 Desember 2024 dan 2023, tidak terdapat biaya pinjaman yang dikapitalisasi ke aset tetap.

Aset tetap Grup telah diasuransikan terhadap risiko kebakaran, kerusakan mesin pabrik dan risiko lainnya dengan jumlah pertanggungan sebesar Rp877.388 dan USD1.934.650.286 pada 31 Desember 2024 (2023: Rp878.996 dan USD1.934.415.286). Manajemen berpendapat bahwa aset tetap telah diasuransikan secara memadai.

Pada tanggal 31 Desember 2024, harga perolehan aset tetap yang telah disusutkan penuh namun masih digunakan adalah sebesar Rp8.434.025 (2023: Rp7.783.219).

Konstruksi dalam proses pada 31 Desember 2024 sebagian besar terdiri dari penyiapan lahan industri, pembangunan sarana dan prasarana serta pengadaan atas berbagai barang dan jasa yang berhubungan dengan proses konstruksi aset. Konstruksi tersebut diperkirakan selesai antara tahun 2025-2030 dengan persentase penyelesaian pada 31 Desember 2024 adalah 1% - 98%.

Pada tanggal 31 Desember 2024, nilai tercatat tanah apabila menggunakan model biaya adalah sebesar Rp543.879 (2023: Rp543.879).

Pada tahun 2023, Perusahaan menerima persetujuan dari perusahaan asuransi atas pembayaran klaim atas over-firing di dinding *primary reformer* di Pabrik Kaltim 5 Amonia sebesar Rp292.765. Perusahaan mencatat klaim asuransi sebagai penghasilan lain-lain (Catatan 22). Pada tanggal 27 Januari 2023, Perusahaan menerima persetujuan dari perusahaan asuransi atas pembayaran klaim pertama sebesar Rp59.225. Sisa dari pembayaran klaim sebesar Rp233.540 dibayarkan pada tanggal 4 Januari 2024.

**12. FIXED ASSETS (continued)**

Depreciation for fixed assets was allocated as follows:

|              | <u>2024</u>             | <u>2023</u>             |                                                |
|--------------|-------------------------|-------------------------|------------------------------------------------|
|              | 1,571,077               | 1,437,386               | Cost of revenues (Note 20)                     |
|              | 65,820                  | 63,233                  | General and administrative expenses (Note 21b) |
|              | <u>40,675</u>           | <u>41,980</u>           | Selling expenses (Note 21a)                    |
| <b>Total</b> | <b><u>1,677,572</u></b> | <b><u>1,542,599</u></b> |                                                |

The Group owns several pieces of land with Hak Guna Bangunan ("Building Use Rights"), which will expire within the next 1 to 20 years, but which can be extended. Management believes that there will be no difficulty in the extension of the land rights.

Fixed assets of heavy equipment are used as collateral for long-term loans.

As at 31 December 2024 and 2023, the Group's management is of the opinion that there was no indication of impairment in the fixed assets value.

For the years ended 31 December 2024 and 2023, there were no borrowing costs capitalised to fixed assets.

The Group's fixed assets were insured against loss from fire, machinery breakdown and other risk, with total coverage of Rp877,388 and USD1,934,650,286 at 31 December 2024 (2023: Rp878,996 dan USD1,934,415,286). Management believes that the fixed assets were adequately insured.

As at 31 December 2024, the acquisition costs of the fixed assets that have been fully depreciated but are still being used amounted to Rp8,434,025 (2023: Rp7,783,219).

Construction in progress as at 31 December 2024 mainly comprised of industrial earthworks, building infrastructure, along with the procurement of various goods and services which are related with asset construction. The construction estimated to be completed between 2025-2030 with percentage of completion as at 31 December 2024 is between 1% - 98%.

As at 31 December 2024, the carrying value of land using the cost model amounted to Rp543,879 (2023: Rp543,879).

In 2023, the Company had received an approval from the insurance company for the claim payment of over-firing on the wall of the primary reformer at the Kaltim 5 Ammonia Factory amounting to Rp292,765. The Company recognised insurance claim as other income (Note 22). On 27 January 2023, the Company received approval from the insurance company for the first claim payment amounting to Rp59,225. The remaining claim payment amounting to Rp233,540 was paid on 4 January 2024.

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**13. UTANG USAHA**

**13. TRADE PAYABLES**

|                              | <u>2024</u>           | <u>2023</u>           |                            |
|------------------------------|-----------------------|-----------------------|----------------------------|
| Pihak ketiga                 | 360,096               | 430,334               | Third parties              |
| Pihak berelasi (Catatan 24b) | <u>80,637</u>         | <u>434,707</u>        | Related parties (Note 24b) |
| <b>Jumlah</b>                | <b><u>440,733</u></b> | <b><u>865,041</u></b> | <b>Total</b>               |

Rincian berdasarkan mata uang adalah sebagai berikut:

The details that are based on the currencies are as follows:

|               | <u>2024</u>           | <u>2023</u>           |              |
|---------------|-----------------------|-----------------------|--------------|
| Rupiah        | 399,381               | 446,675               | Rupiah       |
| Dolar AS      | 40,687                | 418,205               | US Dollars   |
| Euro          | <u>665</u>            | <u>161</u>            | Euro         |
| <b>Jumlah</b> | <b><u>440,733</u></b> | <b><u>865,041</u></b> | <b>Total</b> |

Saldo utang usaha pihak ketiga merupakan utang atas pembelian bahan baku, bahan penolong, suku cadang, aset tetap dan jasa.

Trade payables to third parties are payable from the procurement of raw materials, supporting materials, spare parts, fixed assets and services.

**14. PINJAMAN JANGKA PENDEK**

**14. SHORT-TERM LOANS**

|                               | <u>2024</u>           | <u>2023</u>             |                                |
|-------------------------------|-----------------------|-------------------------|--------------------------------|
| Kredit modal kerja            | 157,292               | 2,520                   | Working capital loans          |
| Liabilitas pembiayaan pemasok | <u>-</u>              | <u>1,591,431</u>        | Supplier financing liabilities |
| <b>Jumlah</b>                 | <b><u>157,292</u></b> | <b><u>1,593,951</u></b> | <b>Total</b>                   |

Penjelasan terkait pinjaman jangka pendek adalah sebagai berikut:

The details for short-term loans are as follows:

**a. Liabilitas pembiayaan pemasok**

**a. Supplier financing liabilities**

|                                 | <u>2024</u>     | <u>2023</u>             |                            |
|---------------------------------|-----------------|-------------------------|----------------------------|
| Dolar AS                        |                 |                         | US Dollars                 |
| <u>Entitas berelasi dengan</u>  |                 |                         | <u>Government-related</u>  |
| <u>Pemerintah (Catatan 25b)</u> |                 |                         | <u>entities (Note 25b)</u> |
| PT Bank Rakyat Indonesia        |                 |                         | PT Bank Rakyat Indonesia   |
| (Persero) Tbk ("BRI")           | -               | 920,619                 | (Persero) Tbk ("BRI")      |
| PT Bank Negara Indonesia        |                 |                         | PT Bank Negara Indonesia   |
| (Persero) Tbk ("BNI")           | <u>-</u>        | <u>670,812</u>          | (Persero) Tbk ("BNI")      |
| <b>Jumlah</b>                   | <b><u>-</u></b> | <b><u>1,591,431</u></b> | <b>Total</b>               |

Liabilitas pembiayaan pemasok adalah liabilitas kepada bank yang timbul akibat pembayaran yang dilakukan oleh bank atas permintaan Perusahaan terkait dengan transaksi pembelian gas yang telah jatuh tempo, yang kemudian Perusahaan melakukan pembayaran kepada bank dengan jangka waktu yang lebih panjang, sesuai dengan ketentuan perjanjian antara Perusahaan dengan bank.

Supplier financing liabilities are liabilities to the banks which arose as a result of payments made by the banks at the Company's request in connection with gas purchase transactions that have matured, which the Company subsequently repay to the bank over a longer period of time, in accordance with the terms of the agreement between the Company and the bank.

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**14. PINJAMAN JANGKA PENDEK (lanjutan)**

Informasi signifikan terkait dengan fasilitas *supplier financing* adalah sebagai berikut:

**a. Liabilitas *supplier financing* (lanjutan)**

| <b>Rentang tanggal jatuh tempo pembayaran/<br/>Range of payment due dates</b>                                                                                                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Liabilitas dalam pengaturan pembiayaan pemasok/<br><i>Liabilities under supplier finance arrangement</i>                                                                                                           |
| Utang usaha sejenis yang bukan merupakan bagian dari pembiayaan pemasok (lini bisnis yang sama)/<br><i>Comparable trade payables that are not part of the supplier finance arrangement (same line of business)</i> |
| <b>Nilai tercatat liabilitas dalam pengaturan pembiayaan pemasok/<br/>Carrying amount of liabilities under supplier finance arrangement</b>                                                                        |
| Liabilitas dalam pengaturan pembiayaan pemasok/<br><i>Liabilities under supplier finance arrangement</i>                                                                                                           |
| Yang vendor telah terima dari penyedia pembiayaan/<br><i>Of which the supplier has received payment from the finance provider</i>                                                                                  |

**14. SHORT-TERM LOANS (continued)**

Significant information related to *supplier financing* facilities is as follows:

**a. Supplier financing liabilities (continued)**

| <b>2024</b> | <b>2023</b>                                                 |
|-------------|-------------------------------------------------------------|
| -           | 159 hari setelah tanggal faktur/days after invoice date     |
| -           | 14 - 21 hari setelah tanggal faktur/days after invoice date |
| <b>2024</b> | <b>2023</b>                                                 |
| -           | 1,591,431                                                   |
| -           | 1,591,431                                                   |

| <b>Kreditur/Creditors</b> | <b>Jadwal pembayaran/<br/>Repayment schedule</b>                                   | <b>Tingkat suku bunga per tahun/<br/>Interest rates per annum</b> | <b>Jumlah fasilitas/<br/>Facility amount</b>                                                  |
|---------------------------|------------------------------------------------------------------------------------|-------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| BRI                       | Maksimal 98 hari setelah tanggal penarikan/Maximum 98 days after withdrawal date   | 5.3% - 6.00%                                                      | Rp2,800,000<br>Interchangeable dengan fasilitas KMK dan lainnya/with KMK and other facilities |
| BNI                       | Maksimal 159 hari setelah tanggal penarikan/Maximum 159 days after withdrawal date | 5.20% - 5.80%                                                     | Rp750,000<br>Interchangeable dengan fasilitas KMK dan lainnya/with KMK and other facilities   |

**b. Kredit modal kerja**

|                                 | <b>2024</b>    | <b>2023</b>  |
|---------------------------------|----------------|--------------|
| Rupiah                          |                |              |
| Entitas berelasi dengan         |                |              |
| <u>Pemerintah</u> (Catatan 24b) |                |              |
| BNI                             | 152,180        | 854          |
| Bank Syariah Indonesia ("BSI")  | 2,612          | -            |
| PT Bank Mandiri (Persero)       |                |              |
| Tbk ("Mandiri")                 | 2,500          | 1,666        |
| <b>Jumlah</b>                   | <b>157,292</b> | <b>2,520</b> |

**b. Working capital loans**

|                                |
|--------------------------------|
| Rupiah                         |
| <u>Government-related</u>      |
| <u>entities</u> (Note 24b)     |
| BNI                            |
| Bank Syariah Indonesia ("BSI") |
| PT Bank Mandiri (Persero)      |
| Tbk ("Mandiri")                |
| <b>Total</b>                   |



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**14. PINJAMAN JANGKA PENDEK (lanjutan)**

Informasi signifikan terkait dengan fasilitas kredit modal kerja adalah sebagai berikut:

| <u>Kreditur/Creditors</u> | <u>Jadwal pembayaran/<br/>Repayment schedule</u>                              | <u>Tingkat suku bunga per tahun/<br/>Interest rates per annum</u> | <u>Jumlah fasilitas/<br/>Facility amount</u>                                                      |
|---------------------------|-------------------------------------------------------------------------------|-------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
| BNI                       | Maks. 12 bulan setelah tanggal penarikan/Max. 12 months after withdrawal date | JIBOR 3 bulan + 1.80%/<br>3-month JIBOR+ 1.80%                    | Rp750,000<br>Interchangeable dengan fasilitas lainnya/<br>Interchangeable with other facilities   |
|                           |                                                                               | 11.50%                                                            | Rp4,000                                                                                           |
| BRI                       | Maks. 24 bulan setelah tanggal penarikan/Max. 24 months after withdrawal date | JIBOR 3 bulan + 1.80%/<br>3-month JIBOR + 1.80%                   | Rp2,800,000<br>Interchangeable dengan fasilitas lainnya/<br>Interchangeable with other facilities |
| BSI                       | Maks. 12 bulan setelah tanggal penarikan/Max. 12 months after withdrawal date | 4.00%                                                             | Rp2,850                                                                                           |
| Mandiri                   | Maks. 12 bulan setelah tanggal penarikan/Max. 12 months after withdrawal date | 3.00%                                                             | Rp10,000                                                                                          |

Selain itu, pada tanggal 31 Desember 2024, Grup juga memiliki fasilitas pinjaman bank jangka pendek yang belum digunakan, dengan rincian sebagai berikut:

Significant information related to working capital loans is as follows:

In addition, as at 31 December 2024, the Group has unused short-term bank loan facilities, with details as follows:

| <u>Kreditur/Creditors</u> | <u>Jadwal pembayaran/<br/>Repayment schedule</u>                            | <u>Tingkat suku bunga per tahun/<br/>Interest rates per annum</u>        | <u>Jumlah fasilitas/<br/>Facility amount</u> |
|---------------------------|-----------------------------------------------------------------------------|--------------------------------------------------------------------------|----------------------------------------------|
| PT Bank BTPN Tbk          | Maks. 6 bulan setelah tanggal penarikan/Max. 6 months after withdrawal date | 8.45%                                                                    | Rp3,990,000                                  |
| BCA                       | Berdasarkan surat penarikan/<br>Based on withdrawal letter                  | Ditetapkan pada saat penarikan/<br>Established at the time of withdrawal | Rp2,000,000                                  |

Dana yang diperoleh dari pinjaman bank jangka pendek digunakan untuk modal kerja dan pendanaan kegiatan umum.

The funds received from short-term bank loans are used for working capital and general corporate funding.

Sesuai dengan ketentuan dalam perjanjian pinjaman bank, Grup diharuskan untuk menjaga beberapa rasio keuangan tertentu, yang telah dipenuhi oleh Grup pada tanggal 31 Desember 2024 dan 2023.

In accordance with the banks loan agreement, the Group is required to maintain certain financial ratios, for which the Group was in compliance as at 31 December 2024 and 2023.

Pada bulan Januari 2025, Perusahaan melakukan pelunasan atas pinjaman bank jangka pendek kepada BNI sebesar Rp150.000.

In January 2025, the Company fully repaid short-term bank loan to BNI amounting to Rp150,000.

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**15. LIABILITAS YANG MASIH HARUS DIBAYAR 15. ACCRUED LIABILITIES AND PROVISION  
DAN PROVISI**

**a. Liabilitas yang masih harus dibayar**

|                                    | <u>2024</u>             | <u>2023</u>             |
|------------------------------------|-------------------------|-------------------------|
| Pembelian bahan baku dan penolong  | 1,988,388               | 899,343                 |
| Pembelian aset tetap (Catatan 28a) | 306,856                 | 76,880                  |
| Distribusi produk                  | 196,839                 | 118,205                 |
| Pembelian suku cadang              | 39,268                  | 23,690                  |
| Lain-lain                          | <u>477,687</u>          | <u>522,457</u>          |
| <b>Jumlah</b>                      | <b><u>3,009,038</u></b> | <b><u>1,640,575</u></b> |

Liabilitas yang masih harus dibayar untuk pembelian bahan baku pada tanggal 31 Desember 2024 mencakup nilai kurang bayar pengadaan gas bumi untuk periode Januari - Juni 2024 senilai Rp714.070 yang telah direklasifikasi dari provisi karena adanya kepastian mengenai harga pengadaan gas bumi untuk tahun 2022 – 2028 dengan terbitnya Surat Menteri ESDM No. T-298 dan ditandatangani PJBG untuk tahun 2022 – 2028 (Catatan 25.ii).

**a. Accrued liabilities**

*Purchases of raw materials and supports  
Purchases of fixed assets (Note 28a)  
Product distribution  
Purchases of spare parts  
Others*

**Total**

*The accrued liabilities for purchase of raw materials as at 31 December 2024 included the amount of natural gas underpayment for the period of January - June 2024 amounting to Rp714,070 which has been reclassified from provision due to the certainty over the natural gas purchase prices for the years 2022 – 2028 following the issuance of the MoEMR Letter No. T-298 and the signing of the GSPA for the years 2022 – 2028 (Note 25.ii).*

**b. Provisi**

|                                    | <u>2024</u>     | <u>2023</u>             |
|------------------------------------|-----------------|-------------------------|
| Provisi pembelian gas (Catatan 25) | <u>-</u>        | <u>1,691,907</u>        |
| <b>Jumlah</b>                      | <b><u>-</u></b> | <b><u>1,691,907</u></b> |

**b. Provision**

*Provision for purchases of gas (Note 25)*

**Total**

Mutasi provisi adalah sebagai berikut:

*The movement in the provisions are as follows:*

|                                    | <u>2024</u>                                  |                                  |                                                                              |                                                    |                                            |
|------------------------------------|----------------------------------------------|----------------------------------|------------------------------------------------------------------------------|----------------------------------------------------|--------------------------------------------|
|                                    | <u>Saldo awal/<br/>Beginning<br/>balance</u> | <u>Pembalikkan/<br/>Reversal</u> | <u>Realisasi<br/>tahun<br/>berjalan/<br/>Realisation<br/>during the year</u> | <u>Selisih<br/>kurs/<br/>Foreign<br/>exchanges</u> | <u>Saldo akhir/<br/>Ending<br/>balance</u> |
| Provisi pembelian gas (Catatan 25) | 1,691,907                                    | (1,734,876)                      | (38,904)                                                                     | 81,873                                             | -                                          |
| <b>Jumlah</b>                      | <b><u>1,691,907</u></b>                      | <b><u>(1,734,876)</u></b>        | <b><u>(38,904)</u></b>                                                       | <b><u>81,873</u></b>                               | <b><u>-</u></b>                            |

*Provision for purchases of gas (Note 25)*

**Total**

|                                    | <u>2023</u>                                  |                                                                                     |                                                                              |                                                    |                                            |
|------------------------------------|----------------------------------------------|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------|----------------------------------------------------|--------------------------------------------|
|                                    | <u>Saldo awal/<br/>Beginning<br/>balance</u> | <u>Dibebankan<br/>pada laporan<br/>laba rugi/<br/>Charged to<br/>profit or loss</u> | <u>Realisasi<br/>tahun<br/>berjalan/<br/>Realisation<br/>during the year</u> | <u>Selisih<br/>kurs/<br/>Foreign<br/>exchanges</u> | <u>Saldo akhir/<br/>Ending<br/>balance</u> |
| Provisi pembelian gas (Catatan 25) | 1,798,474                                    | 278,790                                                                             | (356,483)                                                                    | (28,874)                                           | 1,691,907                                  |
| <b>Jumlah</b>                      | <b><u>1,798,474</u></b>                      | <b><u>278,790</u></b>                                                               | <b><u>(356,483)</u></b>                                                      | <b><u>(28,874)</u></b>                             | <b><u>1,691,907</u></b>                    |

*Provision for purchases of gas (Note 25)*

**Total**

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**16. LIABILITAS IMBALAN KERJA**

**a. Liabilitas imbalan kerja**

|                              | <u>2024</u>    | <u>2023</u>    |
|------------------------------|----------------|----------------|
| Jasa operasi                 | 312,495        | 486,738        |
| Tantiem                      | 66,931         | 86,210         |
| Insentif kinerja             | 37,384         | 116,094        |
| Dana Prokespen (Catatan 10)  | -              | 171,671        |
| Lain-lain                    | 11,652         | 8,402          |
|                              | <u>428,462</u> | <u>869,115</u> |
| <b>Dikurangi:</b>            |                |                |
| <b>Bagian jangka pendek</b>  | <u>404,458</u> | <u>869,115</u> |
| <b>Bagian jangka panjang</b> | <u>24,004</u>  | <u>-</u>       |

Sehubungan dengan berakhirnya Perjanjian Kerjasama Pengelolaan Tabungan Hari Tua ("THT") dan Dana Prokespen dengan IFG Life, dana pengembalian dari IFG Life untuk sementara dititipkan kepada Perusahaan sebelum penempatan dana tersebut pada institusi keuangan lainnya. Pada tanggal 14 Juli 2023, Perusahaan menandatangani perjanjian kerja sama dengan PT BNI Life Insurance ("BNI Life") dan PT Perta Life Insurance ("PertaLife") untuk pengelolaan dana THT dan Prokespen. Pada bulan Mei 2024, Perusahaan telah menempatkan seluruh dana THT dan Prokespen dari IFG Life sebesar Rp171.671 ke BNI Life dan PertaLife. Sesuai dengan ketentuan pada perjanjian dengan BNI Life dan PertaLife, Grup tidak memiliki kewajiban membayar lebih lanjut jika iuran tersebut telah dibayarkan kepada BNI Life dan PertaLife. Iuran tersebut diakui sebagai beban imbalan kerja ketika jatuh tempo.

**b. Imbalan pascakerja dan imbalan jangka panjang lainnya**

Liabilitas imbalan pascakerja dan imbalan jangka panjang lainnya pada tanggal 31 Desember 2024 dan 2023 dihitung oleh aktuaris independen, Konsultan Aktuaria Steven & Mourits, sebagaimana dinyatakan dalam laporannya masing-masing tertanggal 10 Januari 2025 dan 17 Januari 2024.

Tabel berikut menyajikan ikhtisar liabilitas imbalan pascakerja dan biaya yang dibebankan sebagaimana tercatat pada laporan keuangan konsolidasian

|                                         | <u>2024</u>    | <u>2023</u>    |
|-----------------------------------------|----------------|----------------|
| <u>Liabilitas di posisi</u>             |                |                |
| <u>keuangan untuk:</u>                  |                |                |
| Imbalan pascakerja ("IPK")              | 297,318        | 333,145        |
| Imbalan jangka panjang lainnya ("IJPL") | 20,445         | 23,294         |
|                                         | <u>317,763</u> | <u>356,439</u> |
| <b>Dikurangi:</b>                       |                |                |
| <b>Bagian jangka pendek</b>             | <u>45,927</u>  | <u>97,722</u>  |
| <b>Bagian jangka panjang</b>            | <u>271,836</u> | <u>258,717</u> |
| <u>Dibebankan pada laba rugi:</u>       |                |                |
| IPK                                     | 63,247         | 69,056         |
| IJPL                                    | 9,346          | 9,275          |
| <b>Jumlah</b>                           | <u>72,593</u>  | <u>78,331</u>  |
| <u>(Dikreditkan)/dibebankan pada</u>    |                |                |
| <u>penghasilan komprehensif lain:</u>   |                |                |
| IPK                                     | <u>(737)</u>   | <u>26,224</u>  |

**16. EMPLOYEE BENEFITS LIABILITIES**

**a. Employee benefits liabilities**

Bonuses  
Tantiem  
Performance incentives  
Prokespen fund (Note 10)  
Others

**Less:**  
**Current portion**

**Non-current portion**

Following the end of the Cooperation Agreement for the Management of Old Age Savings ("THT") and Prokespen Fund with IFG Life, the reimbursement fund from IFG Life was temporarily held by the Company prior to the placement of such funds in other financial institutions which will manage such funds. On 14 July 2023, the Company signed Cooperation Agreements with PT BNI Life Insurance ("BNI Life") and PT Perta Life Insurance ("PertaLife") for the management of the THT and Prokespen funds. In May 2024, the Company has placed all the THT and Prokespen funds from IFG amounting to Rp171,671 to BNI Life and PertaLife. In accordance with the agreements with BNI Life and PertaLife, the Group has no further payment obligations once the contributions have been paid to BNI Life and PertaLife. The contributions are recognised as employee benefit expenses when they become due.

**b. Post-employment benefits and other long-term benefits**

Post-employment benefits and other long-term benefits liabilities as at 31 December 2024 and 2023 were calculated by an independent actuary, Steven & Mourits Aktuarial Consulting, as stated in its reports dated 10 January 2025 and 17 January 2024, respectively.

The table below presents a summary of the post-employment employee benefits liabilities and expenses reported in the consolidated financial statements:

Liabilities on financial  
position for:  
Post-employment benefits ("PEB")  
Other long-term benefits  
("OLTEB")

**Less:**  
**Current portion**

**Non-current portion**

Charged to profit or loss:  
PEB  
OLTEB

**Total**

(Credited)/charged to  
other comprehensive income:  
PEB

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**16. LIABILITAS IMBALAN KERJA (lanjutan)**

**b. Imbalan pascakerja dan imbalan jangka panjang lainnya (lanjutan)**

Rincian mutasi dari liabilitas imbalan pascakerja dan imbalan jangka panjang lainnya untuk tahun yang berakhir 31 Desember 2024 dan 2023 adalah sebagai berikut:

**16. EMPLOYEE BENEFITS LIABILITIES (continued)**

**b. Post-employment benefits and other long-term benefits (continued)**

The details of the movements of the post-employment benefits and other long-term benefits liabilities for the years ended 31 December 2024 and 2023 were as follows:

|                                                                                                 | 2024                                                           |                                                                | Jumlah/<br>Total |                                                                               |
|-------------------------------------------------------------------------------------------------|----------------------------------------------------------------|----------------------------------------------------------------|------------------|-------------------------------------------------------------------------------|
|                                                                                                 | IPK/PEB                                                        | IJPL/OLTEB                                                     |                  |                                                                               |
|                                                                                                 | Nilai kini<br>kewajiban/<br>Present<br>value of<br>obligations | Nilai kini<br>kewajiban/<br>Present<br>value of<br>obligations |                  |                                                                               |
| Pada 1 Januari 2024                                                                             | 333,145                                                        | 23,294                                                         | 356,439          | As at 1 January 2024                                                          |
| Biaya jasa kini                                                                                 | 43,196                                                         | 11,547                                                         | 54,743           | Current service costs                                                         |
| Biaya bunga bersih                                                                              | 20,051                                                         | 809                                                            | 20,860           | Net interest costs                                                            |
| Biaya jasa lalu                                                                                 | -                                                              | (5,161)                                                        | (5,161)          | Past service costs                                                            |
| Keuntungan aktuarial<br>bersih yang diakui                                                      | -                                                              | 2,151                                                          | 2,151            | Net actuarial gain                                                            |
| Jumlah yang diakui<br>dalam laba rugi                                                           | 63,247                                                         | 9,346                                                          | 72,593           | Total recognised<br>in profit or loss                                         |
| Pengukuran kembali:<br>Keuntungan aktuarial<br>yang timbul dari<br>perubahan<br>asumsi keuangan | (7,068)                                                        | -                                                              | (7,068)          | Remeasurements:<br>Actuarial gain from<br>changes in financial<br>assumptions |
| Kerugian aktuarial<br>dari penyesuaian<br>pengalaman                                            | 6,331                                                          | -                                                              | 6,331            | Actuarial loss<br>from experience<br>adjustments                              |
| Jumlah yang diakui<br>dalam penghasilan<br>komprehensif lain                                    | (737)                                                          | -                                                              | (737)            | Total recognised in<br>other comprehensive<br>income                          |
| Pembayaran dari<br>program:<br>Imbalan yang<br>dibayar                                          | (98,337)                                                       | (12,195)                                                       | (110,532)        | Payments from plans:<br>Benefit payments                                      |
| Jumlah pembayaran<br>dari program                                                               | (98,337)                                                       | (12,195)                                                       | (110,532)        | Total payments from<br>plans                                                  |
| <b>Liabilitas imbalan<br/>pascakerja pada<br/>31 Desember 2024</b>                              | <b>297,318</b>                                                 | <b>20,445</b>                                                  | <b>317,763</b>   | <b>Post-employment<br/>benefits liabilities as<br/>at 31 December 2024</b>    |

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**16. LIABILITAS IMBALAN KERJA (lanjutan)**

**b. Imbalan pascakerja dan imbalan jangka panjang lainnya (lanjutan)**

Rincian mutasi dari liabilitas imbalan pascakerja dan imbalan jangka panjang lainnya untuk tahun yang berakhir 31 Desember 2024 dan 2023 adalah sebagai berikut: (lanjutan)

**16. EMPLOYEE BENEFITS LIABILITIES (continued)**

**b. Post-employment benefits and other long-term benefits (continued)**

The details of the movements of the post-employment benefits and other long-term benefits liabilities for the years ended 31 December 2024 and 2023 were as follows: (continued)

|                                                               | 2023                                                           |                                                                | Jumlah/<br>Total |                                                                    |
|---------------------------------------------------------------|----------------------------------------------------------------|----------------------------------------------------------------|------------------|--------------------------------------------------------------------|
|                                                               | IPK/PEB                                                        | IJPL/OLTEB                                                     |                  |                                                                    |
|                                                               | Nilai kini<br>kewajiban/<br>Present<br>value of<br>obligations | Nilai kini<br>kewajiban/<br>Present<br>value of<br>obligations |                  |                                                                    |
| Pada 1 Januari 2023                                           | 354,636                                                        | 29,512                                                         | 384,148          | As at 1 January 2023                                               |
| Biaya jasa kini                                               | 46,469                                                         | 14,340                                                         | 60,809           | Current service costs                                              |
| Biaya bunga bersih                                            | 22,587                                                         | 1,066                                                          | 23,653           | Net interest costs                                                 |
| Keuntungan aktuarial bersih yang diakui                       | -                                                              | (6,131)                                                        | (6,131)          | Net actuarial gain                                                 |
| Jumlah yang diakui dalam laba rugi                            | 69,056                                                         | 9,275                                                          | 78,331           | Total recognised in profit or loss                                 |
| Pengukuran kembali:                                           |                                                                |                                                                |                  | Remeasurements:                                                    |
| Kerugian aktuarial yang timbul dari perubahan asumsi keuangan | 7,513                                                          | -                                                              | 7,513            | Actuarial loss from changes in financial assumptions               |
| Kerugian aktuarial dari penyesuaian pengalaman                | 18,711                                                         | -                                                              | 18,711           | Actuarial loss from experience adjustments                         |
| Jumlah yang diakui dalam penghasilan komprehensif lain        | 26,224                                                         | -                                                              | 26,224           | Total recognised in other comprehensive income                     |
| Pembayaran dari program:                                      |                                                                |                                                                |                  | Payments from plans:                                               |
| Imbalan yang dibayar                                          | (116,771)                                                      | (15,493)                                                       | (132,264)        | Benefit payments                                                   |
| Jumlah pembayaran dari program                                | (116,771)                                                      | (15,493)                                                       | (132,264)        | Total payments from plans                                          |
| <b>Liabilitas imbalan pascakerja pada 31 Desember 2023</b>    | <b>333,145</b>                                                 | <b>23,294</b>                                                  | <b>356,439</b>   | <b>Post-employment benefits liabilities as at 31 December 2023</b> |



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**16. LIABILITAS IMBALAN KERJA (lanjutan)**

**b. Imbalan pascakerja dan imbalan jangka panjang lainnya (lanjutan)**

Asumsi utama yang digunakan oleh aktuaris untuk mengestimasi liabilitas imbalan pascakerja dan imbalan jangka panjang lainnya adalah sebagai berikut:

|                                   | <u>2024</u>      | <u>2023</u>      |
|-----------------------------------|------------------|------------------|
| Tingkat diskonto per tahun:       |                  |                  |
| - Imbalan pascakerja              | 6.46% - 7.11%    | 6.44% - 7.14%    |
| - Imbalan jangka panjang lainnya  | 6.46% - 7.11%    | 6.44% - 6.60%    |
| Tingkat kenaikan gaji             | 3.00% - 8.00%    | 3.00% - 8.00%    |
| Tingkat mortalitas                | 100% TMI-IV-2019 | 100% TMI-IV-2019 |
| Usia pensiun normal (dalam tahun) | 56               | 56               |

Analisa sensitivitas

Sensitivitas dari liabilitas imbalan pascakerja dan imbalan jangka panjang lainnya terhadap perubahan asumsi aktuarial utama adalah sebagai berikut:

|                       | <u>2024</u>                                                                           |                                                             |                                                              |                    |
|-----------------------|---------------------------------------------------------------------------------------|-------------------------------------------------------------|--------------------------------------------------------------|--------------------|
|                       | <b>Dampak atas kewajiban imbalan pasti/<br/>Impact on defined benefit obligations</b> |                                                             |                                                              |                    |
|                       | <u>Perubahan<br/>asumsi/<br/>Change in<br/>assumptions</u>                            | <u>Kenaikan<br/>asumsi/<br/>Increase in<br/>assumptions</u> | <u>Penurunan<br/>asumsi/<br/>Decrease in<br/>assumptions</u> |                    |
| Tingkat Diskonto      | 1.00%                                                                                 | Penurunan sebesar/<br>Decrease by 7,43%                     | Kenaikan sebesar/<br>Increase by 8,49%                       | Discount Rate      |
| Tingkat Kenaikan Gaji | 1.00%                                                                                 | Kenaikan sebesar/<br>Increase by 8,85%                      | Penurunan sebesar/<br>Decrease by 7,86%                      | Salary Growth Rate |

Analisis sensitivitas didasarkan pada perubahan atas satu asumsi aktuarial dimana asumsi lainnya dianggap konstan. Dalam prakteknya, hal ini jarang terjadi dan perubahan beberapa asumsi mungkin saling berkorelasi. Dalam perhitungan sensitivitas kewajiban imbalan pasti atas asumsi aktuarial utama, metode yang sama (perhitungan nilai kini kewajiban imbalan pasti dengan menggunakan metode *projected unit credit* di akhir periode pelaporan) telah diterapkan seperti dalam penghitungan kewajiban imbalan pasti yang diakui dalam laporan posisi keuangan konsolidasian.

Grup terekspos dengan beberapa risiko melalui program imbalan pascakerja dan imbalan jangka panjang lainnya, termasuk namun tidak terbatas pada risiko yang timbul dari perubahan tingkat pengembalian obligasi pemerintah. Liabilitas program dihitung menggunakan tingkat diskonto dengan mengacu pada tingkat pengembalian obligasi pemerintah. Penurunan tingkat pengembalian obligasi pemerintah akan meningkatkan liabilitas program.

**16. EMPLOYEE BENEFITS LIABILITIES (continued)**

**b. Post-employment benefits and other long-term benefits (continued)**

The principal assumptions used by the actuaries in estimating the post-employment benefits and other long-term benefits liabilities were as follows:

Discount rate per annum:  
Post-employment -  
benefits-liabilities  
Other long-term benefits -  
Salary growth rate  
Mortality rate  
Normal pension age (in years)

Sensitivity analysis

The sensitivity of the post-employment benefits and other long-term benefits liabilities to changes in the principal actuarial assumptions is as follow:

The sensitivity analysis is based on a change in one assumption while holding all of the other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligations to significant actuarial assumptions, the same method (present value of the defined benefit obligation calculated with the projected unit credit method at the end of the reporting period) has been applied for calculating the defined benefit obligations that are recognised within the consolidated statement of financial position.

The Group is exposed to a number of risks through its defined post-employment benefits and other long-term benefits plans, which include but are not limited to the risk from the movements of the government bond yield. The plan liabilities are calculated using a discount rate set with reference to government bond yields. A decrease in government bond yield will increase the plan liabilities

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**16. LIABILITAS IMBALAN KERJA (lanjutan)**

**b. Imbalan pascakerja dan imbalan jangka panjang lainnya (lanjutan)**

Durasi rata-rata untuk liabilitas imbalan pascakerja dan imbalan jangka panjang lainnya adalah masing-masing 0,11 – 14,11 tahun dan 1,63 – 4,52 tahun.

Analisis jatuh tempo yang diharapkan dari liabilitas imbalan pascakerja dan imbalan jangka panjang lainnya yang tidak terdiskonto pada tanggal 31 Desember 2024 adalah sebagai berikut:

|        | Kurang<br>dari 1 tahun/<br><i>Less than<br/>a year</i> | Antara<br>1-5 tahun/<br><i>Between<br/>1-5 years</i> | Lebih dari<br>5 tahun/<br><i>Over 5 years</i> | Jumlah/<br><i>Total</i> |       |
|--------|--------------------------------------------------------|------------------------------------------------------|-----------------------------------------------|-------------------------|-------|
| IPK    | 39,204                                                 | 95,586                                               | 1,899,262                                     | 2,034,052               | PEB   |
| IJPL   | 6,723                                                  | 56,370                                               | 238,368                                       | 301,461                 | OLTEB |
| Jumlah | 45,927                                                 | 151,956                                              | 2,137,630                                     | 2,335,513               | Total |

Manajemen berkeyakinan bahwa estimasi liabilitas imbalan kerja karyawan yang diberikan dari keseluruhan program pensiun Grup, yang didasarkan pada estimasi perhitungan aktuaris, telah melebihi kewajiban minimal yang ditentukan oleh Undang-Undang Cipta Kerja No. 11 Tahun 2020 dan undang-undang yang berlaku.

**16. EMPLOYEE BENEFITS LIABILITIES (continued)**

**b. Post-employment benefits and other long-term benefits (continued)**

The weighted average duration of the post-employment benefits and other long-term employment benefits liabilities is 0.11 – 14.11 years and 1.63 – 4.52 years, respectively.

The expected maturity analysis of the post-employment benefits and other long-term employment benefits liabilities as at 31 December 2024 is as follows:

Management believes that the estimated employee benefits liabilities from all of the Group's pension programmes, based on the estimated calculations as provided by the actuaries, exceed the minimum liabilities required under Job Creation Law No. 11 Year 2020 and the prevailing regulations.

**17. MODAL SAHAM**

Susunan kepemilikan saham perusahaan pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

**17. SHARE CAPITAL**

The composition of the Company's shareholdings as at 31 December 2024 and 2023 was as follows:

| 2024                                                                                        |                                                                |                                                                  |                          |
|---------------------------------------------------------------------------------------------|----------------------------------------------------------------|------------------------------------------------------------------|--------------------------|
| Jumlah saham ditempatkan dan disetor penuh/<br><i>Number of share issued and fully paid</i> | Persentase kepemilikan/<br><i>Percentage of ownership</i><br>% | Jumlah dalam Rupiah Penuh/<br><i>Total full amount in Rupiah</i> |                          |
| Saham preferen (Seri A Dwiwarna) Pemerintah Negara Republik Indonesia                       | 1                                                              | 0.000                                                            | 500                      |
| Saham biasa (Seri B) PT Pupuk Indonesia (Persero)                                           | 17,599,812,012                                                 | 99.999                                                           | 8,799,906,006,000        |
| Yayasan Kesejahteraan Hari Tua Pupuk Kaltim                                                 | 187,987                                                        | 0.001                                                            | 93,993,500               |
| <b>Jumlah</b>                                                                               | <b>17,600,000,000</b>                                          | <b>100</b>                                                       | <b>8,800,000,000,000</b> |
|                                                                                             |                                                                |                                                                  | <b>Total</b>             |

Preferred stock  
(A Dwiwarna Share)  
The Government  
of the Republic  
of Indonesia

Common stock (B Shares)  
PT Pupuk Indonesia  
(Persero)  
Yayasan Kesejahteraan  
Hari Tua Pupuk Kaltim

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**17. MODAL SAHAM (lanjutan)**

Susunan kepemilikan saham perusahaan pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:  
(lanjutan)

**17. SHARE CAPITAL (continued)**

The composition of the Company's shareholdings as at 31 December 2024 and 2023 was as follows: (continued)

| 2023                                           |                                                                                                              |                                                                        |                                 |                                                |
|------------------------------------------------|--------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|---------------------------------|------------------------------------------------|
|                                                | Jumlah saham<br>ditempatkan<br>dan disetor<br>penuh/<br><i>Number of<br/>share issued<br/>and fully paid</i> | Persentase<br>kepemilikan/<br><i>Percentage<br/>of ownership<br/>%</i> | Total/<br><i>(Rupiah Penuh)</i> |                                                |
| PT Pupuk Indonesia<br>(Persero)                | 17,599,812,013                                                                                               | 99.999                                                                 | 8,799,906,006,500               | PT Pupuk Indonesia<br>(Persero)                |
| Yayasan Kesejahteraan<br>Hari Tua Pupuk Kaltim | 187,987                                                                                                      | 0.001                                                                  | 93,993,500                      | Yayasan Kesejahteraan<br>Hari Tua Pupuk Kaltim |
| <b>Jumlah</b>                                  | <b>17,600,000,000</b>                                                                                        | <b>100</b>                                                             | <b>8,800,000,000,000</b>        | <b>Total</b>                                   |

Pemegang saham Seri A memperoleh hak istimewa tertentu sebagai tambahan atas hak yang diperoleh pemegang saham Seri B. Hak istimewa tersebut antara lain mencakup hak menyetujui penunjukan dan pemberhentian anggota Dewan Komisaris dan Direksi dan perubahan Anggaran Dasar Perusahaan.

The holder of series A shares has certain special rights in addition to the rights held by the holders of series B shares. Those special rights among others include the rights to approve the appointment and dismissal of members of the Boards of Commissioners, and Directors and amendments to the Articles of Association of the Company.

**18. SALDO LABA, DIVIDEN DAN PENGHASILAN  
KOMPREHENSIF LAIN**

**a. Saldo laba dan dividen**

Sebagaimana telah diputuskan dalam Rapat Umum Tahunan Pemegang Saham pada tanggal 22 Juli 2024 dan 8 Juni 2023 mengenai pengesahan laporan keuangan konsolidasian Grup untuk tahun yang berakhir 31 Desember 2023 dan 2022, saldo laba Perusahaan dialokasikan untuk tujuan sebagai berikut:

|               | 2024             | 2023              |
|---------------|------------------|-------------------|
| Dividen tunai | 1,304,545        | 8,750,000         |
| Cadangan umum | 3,253,862        | 5,843,721         |
| <b>Jumlah</b> | <b>4,558,407</b> | <b>14,593,721</b> |

Dividen tunai untuk tahun buku 2023 sebesar Rp1.304.545 dibayarkan pada bulan Agustus 2024, sedangkan dividen tunai untuk tahun buku 2022 sebesar Rp8.750.000 dibayarkan pada bulan Juli dan Oktober 2023.

Mengacu kepada Undang-Undang Perseroan Terbatas, Perusahaan diwajibkan untuk menyisihkan cadangan dari keuntungan wajib paling sedikit sebesar 20% dari jumlah saham ditempatkan dan disetor penuh.

Cadangan yang telah ditentukan penggunaannya (*appropriated*) meliputi cadangan terkait pemenuhan kewajiban sesuai Undang-Undang Perseroan Terbatas dan cadangan umum lainnya.

**18. RETAINED EARNINGS, DIVIDENDS AND OTHER  
COMPREHENSIVE INCOME**

**a. Retained earnings and dividends**

As resolved during the Annual General Shareholders Meetings dated 22 July 2024 and 8 June 2023 concerning the approval of the Group's consolidated financial Statements for the years ended 31 December 2023 and 2022, the Company's retained earnings were allocated for the following purposes:

|                  | 2024             | 2023              |                  |
|------------------|------------------|-------------------|------------------|
| Cash dividends   | 1,304,545        | 8,750,000         | Cash dividends   |
| General reserves | 3,253,862        | 5,843,721         | General reserves |
| <b>Total</b>     | <b>4,558,407</b> | <b>14,593,721</b> | <b>Total</b>     |

The cash dividend declared for the year 2023 amounting to Rp1,304,545 was paid in August 2024, while the cash dividend declared for the year 2022 amounting to Rp8,750,000 was paid in July and October 2023.

Under the Limited Liability Company Law, the Company is required to set up a statutory reserve from profits amounting to at least 20% of issued and fully paid share capital.

The reserves that have been designated for specific use (*appropriated*) include reserves related to fulfilling obligations in accordance with the Indonesian Limited Company Law and other general reserves.

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**18. SALDO LABA, DIVIDEN DAN PENGHASILAN  
KOMPREHENSIF LAIN (lanjutan)**

**b. Penghasilan komprehensif lain**

|                            | Pengukuran kembali imbalan pascakerja/<br><i>Remeasurement of post-employment benefits</i> | Cadangan revaluasi aset/<br><i>Asset revaluation reserve</i> | Lainnya/<br><i>Others</i> | Jumlah/Total |                                |
|----------------------------|--------------------------------------------------------------------------------------------|--------------------------------------------------------------|---------------------------|--------------|--------------------------------|
| Saldo per 1 Januari 2023   | (485,940)                                                                                  | 10,146,139                                                   | 45,777                    | 9,705,976    | Balance as at 1 January 2023   |
| Mutasi                     | (20,530)                                                                                   | -                                                            | 30,586                    | 10,056       | Movement                       |
| Saldo per 31 Desember 2023 | (506,470)                                                                                  | 10,146,139                                                   | 76,363                    | 9,716,032    | Balance as at 31 December 2023 |
| Mutasi                     | 774                                                                                        | -                                                            | (2,173)                   | (1,399)      | Movement                       |
| Saldo per 31 Desember 2024 | (505,696)                                                                                  | 10,146,139                                                   | 74,190                    | 9,714,633    | Balance as at 31 December 2024 |

**18. RETAINED EARNINGS, DIVIDENDS AND OTHER  
COMPREHENSIVE INCOME (continued)**

**b. Other comprehensive income**

**19. PENDAPATAN**

Rincian pendapatan konsolidasian Grup untuk tahun yang berakhir 31 Desember 2024 dan 2023 adalah sebagai berikut:

**19. REVENUES**

The details of the Group's consolidated revenues for the years ended 31 December 2024 and 2023 were as follows:

|                                                           | 2024              | 2023              |                                         |
|-----------------------------------------------------------|-------------------|-------------------|-----------------------------------------|
| <b>Penjualan pupuk</b>                                    |                   |                   | <b>Fertiliser sales</b>                 |
| Subsidi                                                   |                   |                   | Subsidy                                 |
| - Subsidi Pemerintah (Catatan 6)                          | 4,721,001         | 3,108,704         | Government's subsidy - (Note 6)         |
| - Urea                                                    | 1,420,913         | 1,294,586         | Urea -                                  |
| - Nonurea                                                 | 561,460           | 205,178           | Non-urea -                              |
| - Mutasi penjualan subsidi yang belum ditagih (Catatan 7) | 51,988            | 60,598            | Movement of unbilled subsidy - (Note 7) |
|                                                           | 6,755,362         | 4,669,066         |                                         |
| Nonsubsidi                                                |                   |                   | Non-subsidy                             |
| - Urea ekspor                                             | 5,556,973         | 5,540,412         | Export Urea -                           |
| - Urea sektor perkebunan                                  | 5,301,359         | 4,938,714         | Plantation sector Urea -                |
| - Urea sektor industri                                    | 2,321,255         | 2,083,783         | Industry sector Urea -                  |
| - Nonurea                                                 | 161,302           | 227,830           | Non-urea -                              |
|                                                           | 13,340,889        | 12,790,739        |                                         |
|                                                           | 20,096,251        | 17,459,805        |                                         |
| <b>Penjualan nonpupuk</b>                                 |                   |                   | <b>Non-fertiliser sales</b>             |
| Amonia                                                    | 4,417,420         | 5,336,986         | Ammonia                                 |
| Jasa pengangkutan                                         | 52,009            | 63,714            | Freight services                        |
| Lain-lain                                                 | 391,096           | 349,879           | Others                                  |
|                                                           | 4,860,525         | 5,750,579         |                                         |
| <b>Jumlah</b>                                             | <b>24,956,776</b> | <b>23,210,384</b> | <b>Total</b>                            |

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**19. PENDAPATAN (lanjutan)**

Pelanggan yang memiliki transaksi pendapatan lebih dari 10% dari jumlah pendapatan usaha di tahun 2023 adalah sebagai berikut:

**19. REVENUES (continued)**

The customer with revenue transactions that represent more than 10% of the total revenue in 2023 is as follows:

|                 | <u>2024</u>      | <u>2023</u>      |                 |
|-----------------|------------------|------------------|-----------------|
| Mitsui & Co Ltd | <u>2,031,711</u> | <u>3,099,876</u> | Mitsui & Co Ltd |

Pada tahun 2024, tidak terdapat pelanggan dengan jumlah transaksi pendapatan melebihi 10% dari jumlah pendapatan konsolidasian Grup.

In 2024, there was no customer with which total revenue transactions exceeding 10% of the Group's total consolidated revenues.

Rincian pendapatan berdasarkan pelanggan adalah sebagai berikut:

Details of the revenues based on the customers are as follows:

|                              | <u>2024</u>              | <u>2023</u>              |                            |
|------------------------------|--------------------------|--------------------------|----------------------------|
| Pemerintah (Catatan 24b)     | 4,772,989                | 3,169,302                | Government (Note 24b)      |
| Pihak berelasi (Catatan 24b) | 2,959,132                | 1,562,548                | Related parties (Note 24b) |
| Pihak ketiga                 | <u>17,224,655</u>        | <u>18,478,534</u>        | Third parties              |
| <b>Jumlah</b>                | <b><u>24,956,776</u></b> | <b><u>23,210,384</u></b> | <b>Total</b>               |

**a. Penjualan produk**

**a. Sales of products**

|                                     | <u>2024</u>              | <u>2023</u>              |                                   |
|-------------------------------------|--------------------------|--------------------------|-----------------------------------|
| <b>Pihak berelasi (Catatan 24b)</b> |                          |                          | <b>Related parties (Note 24b)</b> |
| Penjualan pupuk:                    |                          |                          | Fertiliser sales:                 |
| - Subsidi                           | 384,787                  | 304,899                  | Subsidy -                         |
| - Nonsubsidi                        | 1,308,943                | 550,816                  | Non-subsidy -                     |
| Penjualan nonpupuk                  | <u>1,265,402</u>         | <u>706,833</u>           | Non-fertiliser sales              |
|                                     | <u>2,959,132</u>         | <u>1,562,548</u>         |                                   |
| <b>Pihak ketiga</b>                 |                          |                          | <b>Third parties</b>              |
| Penjualan pupuk:                    |                          |                          | Fertiliser sales:                 |
| - Subsidi                           | 1,597,586                | 1,194,865                | Subsidy -                         |
| - Nonsubsidi                        | 12,031,946               | 12,239,923               | Non-subsidy -                     |
| Penjualan nonpupuk                  | <u>3,595,123</u>         | <u>5,043,746</u>         | Non-fertiliser sales              |
|                                     | <u>17,224,655</u>        | <u>18,478,534</u>        |                                   |
| <b>Jumlah</b>                       | <b><u>20,183,787</u></b> | <b><u>20,041,082</u></b> | <b>Total</b>                      |



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**19. PENDAPATAN (lanjutan)**

**b. Penggantian biaya subsidi dari Pemerintah**

Penggantian biaya subsidi dari Pemerintah untuk tahun yang berakhir 31 Desember 2024 dan 2023 adalah sebagai berikut:

|                                                                           | <u>2024</u>             | <u>2023</u>             |
|---------------------------------------------------------------------------|-------------------------|-------------------------|
| <b>Subsidi pupuk:</b>                                                     |                         |                         |
| Urea                                                                      | 2,586,409               | 2,208,102               |
| NPK                                                                       | 1,795,428               | 562,880                 |
| NPK Kakao                                                                 | <u>339,164</u>          | <u>337,722</u>          |
|                                                                           | 4,721,001               | 3,108,704               |
| <br>Penyesuaian piutang subsidi dari<br>Pemerintah, yang belum<br>ditagih | <br><u>51,988</u>       | <br><u>60,598</u>       |
| <b>Jumlah</b>                                                             | <b><u>4,772,989</u></b> | <b><u>3,169,302</u></b> |

**19. REVENUES (continued)**

**b. Reimbursement of subsidy from the Government**

The reimbursement of the subsidy from the Government for the years ended 31 December 2024 and 2023 is as follows:

**Subsidy of fertiliser:**  
Urea  
NPK  
NPK Kakao

Adjustment of unbilled subsidy  
from receivables from  
the Government

**Total**

**20. BEBAN POKOK PENDAPATAN**

**20. COST OF REVENUES**

|                                                | <u>2024</u>              | <u>2023</u>              |
|------------------------------------------------|--------------------------|--------------------------|
| <b>Beban produksi:</b>                         |                          |                          |
| Bahan baku dan penolong                        | 13,240,289               | 12,704,260               |
| Penyusutan (Catatan 12)                        | 1,571,077                | 1,437,386                |
| Jasa                                           | 1,552,491                | 1,261,713                |
| Biaya tenaga kerja                             | 870,730                  | 1,113,942                |
| Pemeliharaan                                   | 140,065                  | 396,155                  |
| Overhead lainnya                               | <u>506,866</u>           | <u>362,763</u>           |
|                                                | 17,881,518               | 17,276,219               |
| <br>Persediaan barang jadi<br>pada awal tahun  | <br>3,272,794            | <br>2,101,265            |
| <br>Persediaan barang jadi<br>pada akhir tahun | <br><u>(2,635,036)</u>   | <br><u>(3,272,794)</u>   |
| <b>Jumlah</b>                                  | <b><u>18,519,276</u></b> | <b><u>16,104,690</u></b> |

**Production costs:**  
Raw materials and supports  
Depreciation (Note 12)  
Services  
Labour costs  
Maintenance  
Other overheads

Finished goods at  
beginning of the year

Finished goods at  
end of the year

**Total**

Rincian pemasok yang memiliki transaksi pembelian lebih dari 10% dari jumlah beban pendapatan usaha adalah sebagai berikut:

Detail of supplier with purchase transactions that represents more than 10% of the total cost of revenue is as follows:

|                        | <u>2024</u>       | <u>2023</u>       |
|------------------------|-------------------|-------------------|
| PT Pertamina (Persero) | <u>11,996,233</u> | <u>10,090,683</u> |

PT Pertamina (Persero)

Lihat Catatan 24 untuk rincian saldo dan transaksi dengan pihak berelasi.

Refer to Note 24 for details of related party balances and transactions.

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**21. BEBAN PENJUALAN DAN BEBAN UMUM DAN ADMINISTRASI      21. SELLING EXPENSES AND GENERAL AND ADMINISTRATIVE EXPENSES**

**a. Beban penjualan**

**a. Selling expenses**

|                                       | <u>2024</u>           | <u>2023</u>           |                                             |
|---------------------------------------|-----------------------|-----------------------|---------------------------------------------|
| Angkut dan distribusi                 | 196,350               | 201,807               | <i>Freight and distribution</i>             |
| Sewa                                  | 76,310                | 69,978                | <i>Rental</i>                               |
| Gaji, upah dan kesejahteraan karyawan | 66,829                | 104,603               | <i>Salaries, wages and employee welfare</i> |
| Penyusutan (Catatan 12)               | 40,675                | 41,980                | <i>Depreciation (Note 12)</i>               |
| Pameran dan promosi                   | 34,109                | 22,581                | <i>Exhibitions and promotions</i>           |
| Jasa                                  | 18,307                | 19,758                | <i>Services</i>                             |
| Asuransi                              | 12,068                | 17,923                | <i>Insurance</i>                            |
| Perjalanan dinas                      | 9,013                 | 9,809                 | <i>Business travelling</i>                  |
| Pemeliharaan                          | 3,106                 | 3,465                 | <i>Maintenance</i>                          |
| Lain-lain                             | 18,878                | 22,032                | <i>Others</i>                               |
| <b>Jumlah</b>                         | <b><u>475,645</u></b> | <b><u>513,936</u></b> | <b>Total</b>                                |

**b. Beban umum dan administrasi**

**b. General and administrative expenses**

|                                       | <u>2024</u>             | <u>2023</u>             |                                             |
|---------------------------------------|-------------------------|-------------------------|---------------------------------------------|
| Gaji, upah dan kesejahteraan karyawan | 264,939                 | 497,082                 | <i>Salaries, wages and employee welfare</i> |
| Jasa                                  | 179,222                 | 164,065                 | <i>Services</i>                             |
| Pembinaan wilayah                     | 121,808                 | 120,902                 | <i>Environmental development</i>            |
| Pajak dan kontribusi                  | 87,736                  | 44,839                  | <i>Taxes and contributions</i>              |
| Pemeliharaan dan perbaikan            | 70,772                  | 61,353                  | <i>Repairs and maintenance</i>              |
| Penyusutan (Catatan 12)               | 65,820                  | 63,233                  | <i>Depreciation (Note 12)</i>               |
| Perjalanan dinas                      | 37,794                  | 31,938                  | <i>Business travelling</i>                  |
| Pendidikan dan pelatihan              | 27,993                  | 19,156                  | <i>Training and education</i>               |
| Penelitian dan penyuluhan             | 23,790                  | 21,099                  | <i>Research and counselling</i>             |
| Sewa                                  | 6,416                   | 7,250                   | <i>Rental</i>                               |
| Lain-lain                             | 212,541                 | 171,800                 | <i>Others</i>                               |
| <b>Jumlah</b>                         | <b><u>1,098,831</u></b> | <b><u>1,202,717</u></b> | <b>Total</b>                                |

**22. PENGHASILAN LAIN-LAIN, BERSIH**

**22. OTHER INCOME, NET**

|                                                   | <u>2024</u>          | <u>2023</u>          |                                                         |
|---------------------------------------------------|----------------------|----------------------|---------------------------------------------------------|
| Rugi selisih kurs                                 | (18,859)             | (247,098)            | <i>Foreign exchange loss</i>                            |
| Pendapatan klaim asuransi aset tetap (Catatan 12) | -                    | 292,765              | <i>Insurance claim income of fixed assets (Note 12)</i> |
| Lain-lain                                         | 49,204               | 46,034               | <i>Others</i>                                           |
| <b>Jumlah</b>                                     | <b><u>30,345</u></b> | <b><u>91,701</u></b> | <b>Total</b>                                            |

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**23. PERPAJAKAN**

**a. Pajak dibayar di muka**

**Pajak penghasilan badan  
("PPH Badan")**

Perusahaan

Pasal 28a

Tahun 2023

Tahun 2024

Entitas anak

Pasal 28a

Tahun 2021

**Jumlah**

**Bagian lancar**

**Bagian tidak lancar**

**Pajak lainnya**

Perusahaan

PPN

Entitas anak

PPN

Pasal 23/26

**Jumlah**

**Bagian lancar**

**Bagian tidak lancar**

**23. TAXATION**

**a. Prepaid taxes**

**2024**

**2023**

|                                          | <u>2024</u>           | <u>2023</u>           |
|------------------------------------------|-----------------------|-----------------------|
| Pajak penghasilan badan<br>("PPH Badan") |                       |                       |
| <u>Perusahaan</u>                        |                       |                       |
| Pasal 28a                                |                       |                       |
| Tahun 2023                               | 148,371               | 183,650               |
| Tahun 2024                               | 29,966                | -                     |
| <u>Entitas anak</u>                      |                       |                       |
| Pasal 28a                                |                       |                       |
| Tahun 2021                               | -                     | 1,492                 |
| <b>Jumlah</b>                            | <b><u>178,337</u></b> | <b><u>185,142</u></b> |
| <b>Bagian lancar</b>                     | <b><u>148,371</u></b> | <b><u>183,650</u></b> |
| <b>Bagian tidak lancar</b>               | <b><u>29,966</u></b>  | <b><u>1,492</u></b>   |
| <b>Pajak lainnya</b>                     |                       |                       |
| <u>Perusahaan</u>                        |                       |                       |
| PPN                                      | 33,052                | 1,308                 |
| <u>Entitas anak</u>                      |                       |                       |
| PPN                                      | 4,908                 | 3,340                 |
| Pasal 23/26                              | 417                   | -                     |
| <b>Jumlah</b>                            | <b><u>38,377</u></b>  | <b><u>4,648</u></b>   |
| <b>Bagian lancar</b>                     | <b><u>38,377</u></b>  | <b><u>3,832</u></b>   |
| <b>Bagian tidak lancar</b>               | <b><u>-</u></b>       | <b><u>816</u></b>     |

**Corporate income tax  
("CIT")**

The Company

Article 28a

Year 2023

Year 2024

Subsidiaries

Article 28a

Year 2021

**Total**

**Current portion**

**Non-current portion**

**Other taxes**

The Company

VAT

Subsidiaries

VAT

Article 23/26

**Total**

**Current portion**

**Non-current portion**

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**23. PERPAJAKAN (lanjutan)**

**23. TAXATION (continued)**

**b. Utang pajak**

**b. Taxes payable**

|                       | <u>2024</u>           | <u>2023</u>           |                     |
|-----------------------|-----------------------|-----------------------|---------------------|
| <b>PPh Badan</b>      |                       |                       | <b>CIT</b>          |
| <u>Perusahaan</u>     |                       |                       | <u>The Company</u>  |
| Pasal 25              | 103,976               | 31,587                | Article 25          |
| <u>Entitas anak</u>   |                       |                       | <u>Subsidiaries</u> |
| Pasal 25              | 170                   | 11                    | Article 25          |
| Pasal 29              | <u>2,436</u>          | <u>1,919</u>          | Article 29          |
|                       | <u>106,582</u>        | <u>33,517</u>         |                     |
| <b>Pajak lainnya</b>  |                       |                       | <b>Other taxes</b>  |
| <u>Perusahaan</u>     |                       |                       | <u>The Company</u>  |
| PPN dan pajak lainnya | 58,364                | 96,369                | VAT and other taxes |
| <u>Entitas anak</u>   |                       |                       | <u>Subsidiaries</u> |
| PPN dan pajak lainnya | <u>2,438</u>          | <u>2,780</u>          | VAT and other taxes |
|                       | <u>60,802</u>         | <u>99,149</u>         |                     |
| <b>Jumlah</b>         | <b><u>167,384</u></b> | <b><u>132,666</u></b> | <b>Total</b>        |

**c. Beban pajak penghasilan**

**c. Income tax expenses**

|                        | <u>2024</u>             | <u>2023</u>             |                                             |
|------------------------|-------------------------|-------------------------|---------------------------------------------|
| <u>Perusahaan</u>      |                         |                         | <u>The Company</u>                          |
| Kini                   | 1,106,631               | 1,230,876               | Current                                     |
| Tangguhan              | 47,798                  | 32,511                  | Deferred                                    |
| Penyesuaian tahun lalu | (863)                   | -                       | Adjustments in respect of<br>the prior year |
| <u>Entitas anak</u>    |                         |                         | <u>Subsidiaries</u>                         |
| Kini                   | 11,698                  | 8,403                   | Current                                     |
| Tangguhan              | (417)                   | (353)                   | Deferred                                    |
| Penyesuaian tahun lalu | <u>1,478</u>            | <u>1,305</u>            | Adjustments in respect of<br>the prior year |
| <b>Jumlah</b>          | <b><u>1,166,325</u></b> | <b><u>1,272,742</u></b> | <b>Total</b>                                |

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**23. PERPAJAKAN (lanjutan)**

**c. Beban pajak penghasilan (lanjutan)**

Rekonsiliasi antara laba sebelum pajak penghasilan  
dengan laba kena pajak adalah sebagai berikut:

|                                                    | <u>2024</u>      | <u>2023</u>      |
|----------------------------------------------------|------------------|------------------|
| Laba konsolidasian sebelum<br>pajak penghasilan    | 5,279,936        | 5,837,109        |
| Disesuaikan dengan jurnal<br>eliminasi konsolidasi | <u>(53,625)</u>  | <u>(36,440)</u>  |
|                                                    | <u>5,226,311</u> | <u>5,800,669</u> |
| Dikurangi:                                         |                  |                  |
| Laba sebelum pajak<br>penghasilan                  |                  |                  |
| - entitas anak                                     | <u>(114,193)</u> | <u>(81,363)</u>  |
|                                                    | <u>5,112,118</u> | <u>5,719,306</u> |

**Koreksi fiskal**

**Perbedaan permanen:**

|                                               |           |           |
|-----------------------------------------------|-----------|-----------|
| Penghasilan yang telah<br>dikenakan PPh final | (289,147) | (345,413) |
| Pendapatan dividen                            | (24,441)  | -         |
| Beban yang tidak dapat<br>dikurangkan         | 448,876   | 368,778   |

**Perbedaan temporer:**

|                                          |           |                |
|------------------------------------------|-----------|----------------|
| Imbalan pascakerja                       | (37,700)  | (51,972)       |
| Provisi penurunan<br>nilai aset keuangan | 970       | (406)          |
| Provisi penurunan<br>nilai persediaan    | 33,646    | (27,036)       |
| Jasa operasi                             | (176,210) | (229,981)      |
| Penyusutan dan amortisasi                | 60,011    | 146,301        |
| Insentif                                 | (78,702)  | 22,027         |
| Tantiem                                  | (19,279)  | (2,712)        |
| Penurunan nilai investasi                | <u>-</u>  | <u>(4,000)</u> |

**Laba kena pajak**

|                                     |                         |                         |
|-------------------------------------|-------------------------|-------------------------|
|                                     | <u><b>5,030,142</b></u> | <u><b>5,594,892</b></u> |
| Beban pajak kini                    |                         |                         |
| Perusahaan                          | 1,106,631               | 1,230,876               |
| Pembayaran pajak<br>dibayar di muka | <u>(1,136,597)</u>      | <u>(1,414,526)</u>      |

**Taksiran lebih bayar  
pajak penghasilan badan  
- Perusahaan**

|  |                        |                         |
|--|------------------------|-------------------------|
|  | <u><b>(29,966)</b></u> | <u><b>(183,650)</b></u> |
|--|------------------------|-------------------------|

**- Entitas anak**

|  |                     |                     |
|--|---------------------|---------------------|
|  | <u><b>2,436</b></u> | <u><b>1,919</b></u> |
|--|---------------------|---------------------|

Perhitungan pajak penghasilan kini didasarkan pada  
estimasi penghasilan kena pajak. Jumlahnya dapat  
disesuaikan saat Surat Pemberitahuan Tahunan  
dilaporkan ke kantor pajak.

**23. TAXATION (continued)**

**c. Income tax expenses (continued)**

Reconciliation between the profit before income tax and  
the taxable income is as follows:

Consolidated profit before  
income tax  
Adjusted for consolidated  
eliminations

Less:

Profit before income tax  
subsidiaries -

**Fiscal corrections**

**Permanent differences:**

Income subject to  
final income tax  
Dividend income

Non-deductible expenses

**Temporary differences:**

Post-employment benefits  
Provision for impairment  
of financial assets  
Provision for impairment  
of inventories  
Bonuses  
Depreciation and amortisation  
Incentives  
Tantiem  
Impairment of investment

**Taxable income**

Current income tax of  
the Company

Prepayment of income taxes

**Estimated overpayment  
of the corporate income tax  
The Company -**

**Subsidiaries -**

The current income tax computations are based on the  
estimated taxable income. The amounts may be adjusted  
when the Annual Tax Returns are filed to the tax office.



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**23. PERPAJAKAN (lanjutan)**

**c. Beban pajak penghasilan (lanjutan)**

Rekonsiliasi antara beban pajak penghasilan konsolidasian Grup dengan jumlah teoritis beban pajak penghasilan yang dihitung berdasarkan laba sebelum pajak penghasilan konsolidasian Grup sebagai berikut:

|                                                            | <u>2024</u>             | <u>2023</u>             |
|------------------------------------------------------------|-------------------------|-------------------------|
| Laba konsolidasian sebelum pajak penghasilan               | 5,279,936               | 5,837,109               |
| Pajak penghasilan dihitung dengan tarif pajak yang berlaku | 1,161,586               | 1,284,164               |
| Penghasilan yang telah dikenakan PPh final                 | (95,983)                | (98,077)                |
| Beban yang tidak dapat dikurangkan                         | 100,286                 | 85,035                  |
| Bagian laba bersih entitas asosiasi dan ventura bersama    | (23,860)                | (14,188)                |
| Aset pajak tangguhan yang tidak diakui                     | (597)                   | (964)                   |
| Beban yang telah dikenakan PPh final                       | 24,278                  | 15,467                  |
| Penyesuaian beban pajak tahun sebelumnya                   | 615                     | 1,305                   |
| <b>Beban pajak penghasilan</b>                             | <b><u>1,166,325</u></b> | <b><u>1,272,742</u></b> |

**23. TAXATION (continued)**

**c. Income tax expenses (continued)**

The reconciliation between the Group's consolidated income tax expenses and the theoretical tax amount on the Group's consolidated profit before income tax is as follows:

Consolidated profit before income tax  
Tax calculated at applicable tax rates  
Income subject to final income tax  
Non-deductible expenses  
Share in net profit of associates and joint venture  
Unrecognised deferred tax assets  
Expense subject to final income tax  
Adjustments in respect of prior years  
  
**Income tax expenses**

**d. (Liabilitas)/aset pajak tangguhan**

**d. Deferred tax (liabilities)/assets**

|                                       | <u>2024</u>                        |                                                                                                          |                                                                                                                       |                                           |
|---------------------------------------|------------------------------------|----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|-------------------------------------------|
|                                       | <u>1 Januari/<br/>January 2024</u> | <u>Dikreditkan/<br/>(dibebankan)<br/>ke laba rugi/<br/>Credited/<br/>(charged) to<br/>profit or loss</u> | <u>Dibebankan ke<br/>penghasilan<br/>komprehensif<br/>lain/<br/>Charged to<br/>other<br/>comprehensive<br/>income</u> | <u>31 Desember/<br/>December<br/>2024</u> |
| <b>Perusahaan</b>                     |                                    |                                                                                                          |                                                                                                                       |                                           |
| Provisi penurunan nilai aset keuangan | 1,743                              | 213                                                                                                      | -                                                                                                                     | 1,956                                     |
| Provisi persediaan                    | 89,384                             | 7,402                                                                                                    | -                                                                                                                     | 96,786                                    |
| Aset tetap                            | (504,413)                          | 13,202                                                                                                   | -                                                                                                                     | (491,211)                                 |
| Imbalan pascakerja                    | 75,850                             | (8,294)                                                                                                  | (343)                                                                                                                 | 67,213                                    |
| Penurunan nilai investasi             | 6,549                              | -                                                                                                        | -                                                                                                                     | 6,549                                     |
| Jasa operasi                          | 105,600                            | (38,766)                                                                                                 | -                                                                                                                     | 66,834                                    |
| Insentif                              | 25,015                             | (17,314)                                                                                                 | -                                                                                                                     | 7,701                                     |
| Tantien                               | 18,568                             | (4,241)                                                                                                  | -                                                                                                                     | 14,327                                    |
| <b>Jumlah</b>                         | <b><u>(181,704)</u></b>            | <b><u>(47,798)</u></b>                                                                                   | <b><u>(343)</u></b>                                                                                                   | <b><u>(229,845)</u></b>                   |
| <b>Entitas anak</b>                   | <b><u>3,635</u></b>                | <b><u>417</u></b>                                                                                        | <b><u>139</u></b>                                                                                                     | <b><u>4,191</u></b>                       |

**The Company**  
Provision for impairment of financial assets  
Provision for impairment of inventories  
Fixed assets  
Employee benefits  
Impairment of investments  
Bonuses  
Incentives  
Tantien  
  
**Total**  
  
**Subsidiaries**

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**23. PERPAJAKAN (lanjutan)**

**23. TAXATION (continued)**

**d. (Liabilitas)/aset pajak tangguhan (lanjutan)**

**d. Deferred tax (liabilities)/assets (continued)**

|                                          |                            | 2023                                                                                         |                                                                                                         |                                  |                                                 |
|------------------------------------------|----------------------------|----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|----------------------------------|-------------------------------------------------|
|                                          | 1 Januari/<br>January 2023 | Dikreditkan/<br>(dibebankan)<br>ke laba rugi/<br>Credited/<br>(charged) to<br>profit or loss | Dibebankan ke<br>penghasilan<br>komprehensif<br>lain/<br>Charged to<br>other<br>comprehensive<br>income | 31 Desember/<br>December<br>2023 |                                                 |
| <b>Perusahaan</b>                        |                            |                                                                                              |                                                                                                         |                                  | <b>The Company</b>                              |
| Provisi penurunan nilai<br>aset keuangan | 1,832                      | (89)                                                                                         | -                                                                                                       | 1,743                            | Provision for impairment<br>of financial assets |
| Provisi persediaan                       | 95,332                     | (5,948)                                                                                      | -                                                                                                       | 89,384                           | Provision for<br>impairment of inventories      |
| Aset tetap                               | (536,599)                  | 32,186                                                                                       | -                                                                                                       | (504,413)                        | Fixed assets                                    |
| Imbalan pascakerja                       | 81,816                     | (11,433)                                                                                     | 5,467                                                                                                   | 75,850                           | Employee benefits                               |
| Penurunan nilai<br>investasi             | 7,429                      | (880)                                                                                        | -                                                                                                       | 6,549                            | Impairment of investments                       |
| Jasa operasi                             | 156,196                    | (50,596)                                                                                     | -                                                                                                       | 105,600                          | Bonuses                                         |
| Insentif                                 | 20,169                     | 4,846                                                                                        | -                                                                                                       | 25,015                           | Incentives                                      |
| Tantiem                                  | 19,165                     | (597)                                                                                        | -                                                                                                       | 18,568                           | Tantiem                                         |
| <b>Jumlah</b>                            | <b>(154,660)</b>           | <b>(32,511)</b>                                                                              | <b>5,467</b>                                                                                            | <b>(181,704)</b>                 | <b>Total</b>                                    |
| <b>Entitas anak</b>                      | <b>3,055</b>               | <b>353</b>                                                                                   | <b>227</b>                                                                                              | <b>3,635</b>                     | <b>Subsidiaries</b>                             |

**e. Administrasi pajak**

Undang-undang perpajakan yang berlaku di Indonesia mengatur bahwa masing-masing entitas dalam Grup menghitung, menetapkan dan membayar sendiri besarnya jumlah pajak yang terutang secara individu. Berdasarkan peraturan perundang-undangan yang berlaku, DJP dapat menetapkan atau mengubah jumlah pajak terutang dalam jangka waktu lima tahun.

**e. Tax administration**

The taxation laws of Indonesia require that each company in the Group within Indonesia submits an individual tax return on the basis of self assessment. Under the prevailing regulations the DGT may assess or amend taxes within five years.

**f. Surat-surat ketetapan pajak**

Pada tahun yang berakhir 31 Desember 2024, terdapat Surat Ketetapan Pajak Kurang Bayar ("SKPKB") dan Surat Tagihan Pajak ("STP") untuk tahun 2019 yang diterima dan disetujui oleh Perusahaan. Perusahaan telah melakukan pembayaran atas kurang bayar PPh badan dan pajak lainnya sebesar masing-masing Rp23.648 (termasuk denda administratif sebesar Rp7.188) dan Rp1.871 (termasuk denda administratif sebesar Rp675). Karena pada tahun 2022, Perusahaan telah mencatat liabilitas yang masih harus dibayar yang lebih tinggi atas kurang bayar PPh badan tahun 2019 yang dibayarkan pada tahun 2024, Perusahaan membukukan pembalikan liabilitas yang masih harus dibayar sebesar Rp7.645 pada beban PPh badan.

**f. Tax assessment letters**

During the year ended 31 December 2024, there were Tax Underpayment Assessment Letters ("SKPKB") and Tax Collection Letters ("STP") for the year 2019 which had been received and accepted by the Company. The Company has made payments for CIT and other taxes underpayments amounting to Rp23,648 (including administrative penalty of Rp7,188) and Rp1,871 (including administrative penalty of Rp675), respectively. Considering that in 2022, the Company had booked accrued liability which was higher than the payment for the 2019 CIT underpayment in 2024, the Company booked a reversal of accrued liability amounting to Rp7,645 on the CIT expense.

Pada tahun 2024, Perusahaan telah menerima Surat Permintaan Penjelasan atas Data dan/atau Keterangan ("SP2DK") beserta Berita Acara Pelaksanaan Permintaan Penjelasan atas Data dan/atau Keterangan kepada Wajib Pajak ("BA P2DK") atas kemungkinan kurang bayar pajak untuk tahun 2021 dan 2022 sehingga Perusahaan telah melakukan pembetulan atas semua jenis pajak dengan mempertimbangkan hasil BA P2DK dalam mengestimasi jumlah pajak yang masih harus dibayar.

In 2024, the Company has received Letter of Request for Explanation of Data and/or Information ("SP2DK") and the Minutes of the Implementation of the Request for Explanation of Data and/or Information to Taxpayers ("BA P2DK") for the possibility of 2021 and 2022 tax underpayment and therefore the Company has made a correction for all types of taxes by taking into account the result of the BA P2DK in estimating the amount of tax underpayment which has yet to be paid.

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**23. PERPAJAKAN (lanjutan)**

**f. Surat-surat ketetapan pajak (lanjutan)**

Karena pada tahun 2022, Perusahaan telah mencatat liabilitas yang masih harus dibayar yang lebih tinggi atas kurang bayar PPh badan tahun 2021 berdasarkan SP2DK dan BA P2PK, Perusahaan membukukan pembalikan liabilitas yang masih harus dibayar sebesar Rp2.323 di tahun 2024. Sedangkan untuk kurang bayar PPh badan tahun 2022 berdasarkan SP2DK dan BA P2PK, Perusahaan telah melakukan pembayaran dan mencatat beban tambahan pada tahun berjalan sebesar Rp3.281.

Pada tanggal 25 April 2025, Perusahaan telah menerima Surat Pemberitahuan Hasil Pemeriksaan ("SPHP") atas audit pajak tahun 2023. Berdasarkan surat tersebut, terdapat temuan terkait dengan lebih bayar PPh badan yang tidak dapat ditagihkan kembali sebesar Rp3.501 serta kurang bayar beban pajak lainnya dan denda administrasi sebesar masing-masing Rp30.271 dan Rp4.233.

Atas SPHP tersebut, Perusahaan telah membukukan penyesuaian beban PPh badan pada tahun sebelumnya sebesar Rp3.501 dan menggunakan sisa dari lebih bayar PPh badan tahun 2023 sebesar Rp34.504 untuk mengkompensasikan beban pajak lainnya dan denda administrasi yang seharusnya terhutang berdasarkan SPHP tersebut.

Pada tanggal laporan keuangan konsolidasian ini, Perusahaan sedang diaudit oleh kantor pajak atas pajak penghasilan untuk tahun 2020 dan belum ada hasil pemeriksaan pajak yang dikeluarkan oleh kantor pajak sehubungan dengan pemeriksaan pajak ini.

**23. TAXATION (continued)**

**f. Tax assessment letters (continued)**

Considering that in 2022, the Company had booked accrued liability which was higher than the 2021 CIT underpayment based on the SP2DK and BA P2DK, the Company booked a reversal of accrued liability amounting to Rp2,323 in 2024. Meanwhile, for the 2022 CIT underpayment based on the SP2DK and BA P2DK, the Company has made payment and recorded an additional expense in the current year amounting to Rp3,281.

On 25 April 2025, the Company has received the Audit Result Notification Letter ("SPHP") for the 2023 tax audit. Based on the letter, there has been a finding which is related to the CIT overpayment which can not be refunded amounting to Rp3,501, along with the underpayment of other taxes and administrative expenses which amount to Rp30,271 and Rp4,233, respectively.

Based on the SPHP, the Company has booked a prior year CIT expense adjustment amounting to Rp3,501 and utilised the remaining CIT overpayment for 2023 amounting to Rp34,504 to compensate the other tax expenses and administrative expenses which should have been payable based on the SPHP.

As of the date of these consolidated financial statements, the Company is being audited by the tax office for income tax for the years 2020 and there has been no tax audit results issued by the tax office regarding these tax audits.

**24. SIFAT DAN TRANSAKSI DENGAN PIHAK BERELASI**

**a. Sifat hubungan**

Dalam kegiatan usaha biasa, Grup melakukan transaksi dengan pihak berelasi, yang terafiliasi dengan Grup melalui kepemilikan langsung dan tak langsung, dan/atau di bawah kendali pihak yang sama. Transaksi dengan pihak berelasi dilakukan berdasarkan ketentuan yang disetujui oleh para pihak, yang mungkin tidak sama dengan transaksi yang dilakukan dengan pihak-pihak yang tidak berelasi.

Sifat hubungan dan transaksi dengan pihak berelasi adalah sebagai berikut:

| <b>Sifat hubungan/<br/>Nature of relationships</b>                   | <b>Entitas berelasi/<br/>Related parties</b>                                     |
|----------------------------------------------------------------------|----------------------------------------------------------------------------------|
| Pemegang saham utama/<br>Ultimate Shareholder                        | Pemerintah Republik Indonesia/<br>the Government of the<br>Republic of Indonesia |
| Entitas berelasi dengan<br>Pemerintah/Government<br>related entities | Mandiri                                                                          |

**24. NATURE OF RELATIONSHIP AND TRANSACTIONS  
WITH RELATED PARTIES**

**a. Nature of relationships**

In the ordinary course of business, the Group entered into transactions with related parties, which are affiliated with the Group through equity ownership, either direct or indirect, and/or under common control. Transactions with related parties are made based on terms agreed by the parties, which may not be the same as those for transactions between unrelated parties.

The nature of relationships and transactions with related parties are as follows:

| <b>Jenis transaksi/<br/>Nature of transactions</b>                                                                                                                                                                                           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Penggantian biaya subsidi, piutang dan utang subsidi/<br>Reimbursement of subsidy, subsidy receivables<br>and payables                                                                                                                       |
| Penempatan giro, penempatan deposito, fasilitas<br>kredit modal kerja dan fasilitas kredit investasi/<br>Placement of current accounts, placement of time<br>deposits, and working capital loans facility, and<br>investment credit facility |

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**24. SIFAT DAN TRANSAKSI DENGAN PIHAK BERELASI  
(lanjutan)**

**a. Sifat hubungan (lanjutan)**

Sifat hubungan dan transaksi dengan pihak berelasi  
adalah sebagai berikut: (lanjutan)

| <b>Sifat hubungan/<br/><i>Nature of relationships</i></b>                     | <b>Entitas berelasi/<br/><i>Related parties</i></b>                                                   |
|-------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|
| Entitas berelasi dengan<br>Pemerintah/ <i>Government<br/>related entities</i> | BSI, PT Bank<br>Tabungan<br>Negara Tbk ("BTN")                                                        |
|                                                                               | BRI                                                                                                   |
|                                                                               | BNI                                                                                                   |
|                                                                               | PT Pertamina Gas                                                                                      |
|                                                                               | PT Pertamina (Persero)                                                                                |
|                                                                               | PT Pelabuhan Indonesia<br>(Persero)                                                                   |
|                                                                               | PT Jasa Prima Logistik<br>Bulog                                                                       |
|                                                                               | PT Asuransi Tugu Pratama<br>Indonesia                                                                 |
|                                                                               | PT Perusahaan Perdagangan<br>Indonesia, PT Sang Hyang<br>Seri (Persero), PT Gresik<br>Cipta Sejahtera |
|                                                                               | PT Dahana                                                                                             |
|                                                                               | PT BGR Logistik Indonesia                                                                             |
|                                                                               | PT Wijaya Karya<br>(Persero)                                                                          |
|                                                                               | PT Pelita Air Service                                                                                 |
|                                                                               | BNI Life                                                                                              |
|                                                                               | PertaLife                                                                                             |
|                                                                               | PT Sucofindo<br>(Persero)                                                                             |

**24. NATURE OF RELATIONSHIP AND TRANSACTIONS  
WITH RELATED PARTIES (continued)**

**a. Nature of relationships (continued)**

The nature of relationships and transactions with  
related parties are as follows: (continued)

| <b>Jenis transaksi/<br/><i>Nature of transactions</i></b>                                                                                                                                                                                                                   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Penempatan giro dan deposito/ <i>Placement of current<br/>accounts and time deposits</i>                                                                                                                                                                                    |
| Penempatan giro, program blokir giro special rate,<br>penempatan deposito dan fasilitas liabilitas <i>supplier<br/>financing/Placement of current accounts, special giro<br/>placement rate, placement of time deposits, and<br/>supplier financing liabilities</i>         |
| Penempatan giro, penempatan deposito, fasilitas<br>liabilitas <i>supplier financing</i> , dan fasilitas kredit<br>modal kerja/ <i>Placement of current accounts,<br/>placement of time deposits, supplier financing<br/>liabilities, and working capital loans facility</i> |
| Pembelian Bahan baku, Pendapatan jasa utilitas<br>dan sewa/ <i>Purchase of raw material, utility service<br/>Utility service and rental income</i>                                                                                                                          |
| Pembelian bahan baku/ <i>Purchase of raw material</i>                                                                                                                                                                                                                       |
| Jasa pelabuhan operasional/ <i>Operational port service<br/>provider</i>                                                                                                                                                                                                    |
| Jasa penyimpanan logistik/ <i>Logistics and storage service<br/>provider</i>                                                                                                                                                                                                |
| Kontrak asuransi/ <i>Insurance contract</i>                                                                                                                                                                                                                                 |
| Penjualan pupuk/ <i>Sales of fertiliser</i>                                                                                                                                                                                                                                 |
| Penjualan amoniak/ <i>Sales of ammonia</i>                                                                                                                                                                                                                                  |
| Penyedia jasa pergudangan dan logistik/<br><i>Warehouse and logistic services provider</i>                                                                                                                                                                                  |
| Penyiapan lahan industri dan penjualan <i>concrete<br/>ready mix/ Industrial land preparation and sales<br/>of concrete ready mix</i>                                                                                                                                       |
| Jasa transportasi udara/ <i>Air transportation service</i>                                                                                                                                                                                                                  |
| Jasa pengelolaan dan pengembangan dana THT dan<br>Prokespen/ <i>THT and Prokespen funds management<br/>and development services</i>                                                                                                                                         |
| Jasa pengelolaan dan pengembangan dana THT dan<br>Prokespen/ <i>THT and Prokespen funds management<br/>and development services</i>                                                                                                                                         |
| Jasa inspeksi, pengujian, sertifikasi, pelatihan dan<br>konsultasi/ <i>Inspection, testing, certification, training<br/>and consulting services</i>                                                                                                                         |

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**24. SIFAT DAN TRANSAKSI DENGAN PIHAK BERELASI  
(lanjutan)**

**a. Sifat hubungan (lanjutan)**

Sifat hubungan dan transaksi dengan pihak berelasi  
adalah sebagai berikut: (lanjutan)

| <b>Sifat hubungan/<br/>Nature of relationships</b>                         | <b>Entitas berelasi/<br/>Related parties</b>                                     |
|----------------------------------------------------------------------------|----------------------------------------------------------------------------------|
| Entitas induk/ <i>Parent entity</i>                                        | PT Pupuk Indonesia (Persero)                                                     |
| Entitas sepengendali/<br><i>Under common control<br/>entities</i>          | PT Petrokimia Gresik                                                             |
|                                                                            | PT Pupuk Iskandar Muda                                                           |
|                                                                            | PT Pupuk Indonesia Niaga                                                         |
|                                                                            | PT Rekayasa Industri                                                             |
|                                                                            | PT Petrosida Gresik                                                              |
|                                                                            | PT Pupuk Indonesia Pangan                                                        |
|                                                                            | PT Pupuk Indonesia Logistik                                                      |
|                                                                            | PT Pupuk Indonesia Utilitas                                                      |
| Entitas asosiasi/ <i>Associates</i>                                        | PT Kaltim Daya Mandiri                                                           |
|                                                                            | PT Kaltim Medika Utama                                                           |
|                                                                            | PT Kaltim Amonium Nitrat                                                         |
| Ventura bersama/<br><i>Joint ventures</i>                                  | PT Kalimantan Agro Nusantara,<br>PT Pupuk Agro Nusantara                         |
| Program imbalan pasca<br>kerja/ <i>Post-employment<br/>benefit program</i> | Dana Pensiun Pupuk Kaltim,<br>Dana Pensiun Pupuk Kaltim<br>Group                 |
| Personil manajemen kunci/<br><i>Key management<br/>personnel</i>           | Dewan Komisaris dan Direksi/<br><i>Boards of Commissioners<br/>and Directors</i> |

**24. NATURE OF RELATIONSHIP AND TRANSACTIONS  
WITH RELATED PARTIES (continued)**

**a. Nature of relationships (continued)**

The nature of relationships and transactions with  
related parties are as follows: (continued)

| <b>Jenis transaksi/<br/>Nature of transactions</b>                                                                                                                                               |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Dividen, pinjaman pemegang saham dan beban<br>Keuangan, biaya bersama/ <i>Dividends, shareholder<br/>loans, finance costs, joint cost</i>                                                        |
| Penjualan nonpupuk serta biaya bersama<br>pupuk/ <i>Sales of non-fertiliser and joint cost</i>                                                                                                   |
| Penjualan pupuk/ <i>Sales of fertiliser</i>                                                                                                                                                      |
| Penjualan pupuk dan pembelian bahan baku pupuk/<br><i>Sales of fertiliser and purchase of raw material</i>                                                                                       |
| Pemasok jasa/ <i>Supplier service</i>                                                                                                                                                            |
| Pemasok bahan baku/<br><i>Raw material supplier</i>                                                                                                                                              |
| Penyertaan saham/ <i>Investment in shares</i>                                                                                                                                                    |
| Pemasok jasa/ <i>Supplier service</i>                                                                                                                                                            |
| Penyertaan saham/ <i>Investment in shares of stock</i>                                                                                                                                           |
| Pemasok bahan baku/<br><i>Raw material supplier</i>                                                                                                                                              |
| Pemasok tenaga listrik, air bersih, air laut,<br>raw condensate dan steam, pendapatan sewa/<br><i>Electricity, clean water, sea water, raw condensate,<br/>and steam supplier, rental income</i> |
| Penyertaan saham, penjualan pupuk dan nonpupuk/<br><i>Investment in shares,<br/>sales of fertiliser and non-fertiliser</i>                                                                       |
| Pembayaran kontribusi program pensiun iuran<br>pasti/ <i>Contribution payments of defined<br/>contribution pension plan</i>                                                                      |
| Kompensasi dan remunerasi/ <i>Compensation<br/>and remuneration</i>                                                                                                                              |



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**24. SIFAT DAN TRANSAKSI DENGAN PIHAK BERELASI  
(lanjutan)**

**24. NATURE OF RELATIONSHIP AND TRANSACTIONS  
WITH RELATED PARTIES (continued)**

**b. Saldo dan transaksi dengan pihak berelasi**

**b. Related party balances and transactions**

Rincian saldo dan nilai transaksi dengan pihak berelasi  
adalah sebagai berikut:

The details of balances and transaction values with  
related parties are as follows:

|                                            | <u>2024</u>             | <u>2023</u>             |                                            |
|--------------------------------------------|-------------------------|-------------------------|--------------------------------------------|
| <b>Kas dan setara kas</b>                  |                         |                         | <b>Cash and cash equivalent</b>            |
| <b>Kas di bank</b>                         |                         |                         | <b>Cash in banks</b>                       |
| <b>Rupiah</b>                              |                         |                         | <b>Rupiah</b>                              |
| Mandiri                                    | 1,459,610               | 576,431                 | Mandiri                                    |
| BNI                                        | 256,797                 | 103,114                 | BNI                                        |
| BRI                                        | 39,606                  | 105,413                 | BRI                                        |
| BSI                                        | <u>2,857</u>            | <u>5,126</u>            | BSI                                        |
|                                            | <u>1,758,870</u>        | <u>790,084</u>          |                                            |
| <b>Dolar AS</b>                            |                         |                         | <b>US Dollars</b>                          |
| BNI                                        | 519,903                 | 617,528                 | BNI                                        |
| Mandiri                                    | 115,522                 | 671,073                 | Mandiri                                    |
| BRI                                        | <u>954</u>              | <u>867,534</u>          | BRI                                        |
|                                            | <u>636,379</u>          | <u>2,156,135</u>        |                                            |
| <b>Deposito berjangka</b>                  |                         |                         | <b>Time deposits</b>                       |
| <b>Rupiah</b>                              |                         |                         | <b>Rupiah</b>                              |
| BSI                                        | 258,800                 | 6,000                   | BSI                                        |
| BTN                                        | 70,000                  | 35,000                  | BTN                                        |
| BNI                                        | 48,703                  | 81,503                  | BNI                                        |
| BRI                                        | 46,000                  | 40,000                  | BRI                                        |
| Mandiri                                    | <u>2,300</u>            | <u>21,300</u>           | Mandiri                                    |
|                                            | <u>425,803</u>          | <u>183,803</u>          |                                            |
| <b>Dolar AS</b>                            |                         |                         | <b>US Dollars</b>                          |
| BNI                                        | <u>161,620</u>          | -                       | BNI                                        |
|                                            | <u>161,620</u>          | -                       |                                            |
| <b>Jumlah</b>                              | <u><u>2,982,672</u></u> | <u><u>3,130,022</u></u> | <b>Total</b>                               |
| <b>Persentase terhadap<br/>jumlah aset</b> | <u><u>7.83%</u></u>     | <u><u>8.25%</u></u>     | <b>As a percentage of<br/>total assets</b> |

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**24. SIFAT DAN TRANSAKSI DENGAN PIHAK BERELASI  
(lanjutan)**

**b. Saldo dan transaksi dengan pihak berelasi  
(lanjutan)**

Rincian saldo dan nilai transaksi dengan pihak berelasi  
adalah sebagai berikut: (lanjutan)

|                                               | <u>2024</u>             | <u>2023</u>             |
|-----------------------------------------------|-------------------------|-------------------------|
| <b>Piutang usaha</b>                          |                         |                         |
| PT Pupuk Indonesia Niaga                      | 159,948                 | 8,744                   |
| PT Petrokimia Gresik                          | 93,812                  | 87,982                  |
| PT Dahana                                     | 15,127                  | -                       |
| PT Kaltim Daya Mandiri                        | 861                     | 7,704                   |
| Lain-lain (masing-masing<br>di bawah Rp5.000) | 10,418                  | 10,008                  |
| <b>Jumlah</b>                                 | <u><b>280,166</b></u>   | <u><b>114,438</b></u>   |
| Provisi penurunan nilai                       | (820)                   | (797)                   |
| <b>Bersih</b>                                 | <u><b>279,346</b></u>   | <u><b>113,641</b></u>   |
| <b>Persentase terhadap<br/>jumlah aset</b>    | <u><b>0.73%</b></u>     | <u><b>0.30%</b></u>     |
| <b>Piutang lain-lain</b>                      |                         |                         |
| PT Kaltim Amonium Nitrat                      | 11,200                  | 26,504                  |
| Lain-lain (masing-masing<br>di bawah Rp5.000) | 3,932                   | 9,501                   |
| <b>Jumlah</b>                                 | <u><b>15,132</b></u>    | <u><b>36,005</b></u>    |
| Provisi penurunan nilai                       | (2,331)                 | (349)                   |
| <b>Bersih</b>                                 | <u><b>12,801</b></u>    | <u><b>35,656</b></u>    |
| <b>Persentase terhadap<br/>jumlah aset</b>    | <u><b>0.03%</b></u>     | <u><b>0.09%</b></u>     |
| <b>Piutang subsidi</b>                        |                         |                         |
| Pemerintah<br>Republik Indonesia              | 14,694                  | 879,026                 |
| <b>Persentase terhadap<br/>jumlah aset</b>    | <u><b>0.04%</b></u>     | <u><b>2.32%</b></u>     |
| <b>Piutang subsidi yang<br/>belum ditagih</b> |                         |                         |
| Pemerintah<br>Republik Indonesia              | 141,916                 | 89,928                  |
| <b>Persentase terhadap<br/>jumlah aset</b>    | <u><b>0.37%</b></u>     | <u><b>0.24%</b></u>     |
| <b>Aset keuangan lainnya</b>                  |                         |                         |
| BRI                                           | 4,202,044               | 3,300,000               |
| BSI                                           | 395,000                 | 275,000                 |
| BNI                                           | 808,100                 | -                       |
| BTN                                           | 150,000                 | -                       |
| PT Asuransi Tugu Pratama Indonesia            | -                       | 233,540                 |
| <b>Jumlah</b>                                 | <u><b>5,555,144</b></u> | <u><b>3,808,540</b></u> |
| <b>Persentase terhadap<br/>jumlah aset</b>    | <u><b>14.58%</b></u>    | <u><b>9.99%</b></u>     |

**24. NATURE OF RELATIONSHIP AND TRANSACTIONS  
WITH RELATED PARTIES (continued)**

**b. Related party balances and transactions  
(continued)**

The details of balances and transaction values with  
related parties are as follows: (continued)

|                                            |
|--------------------------------------------|
| <b>Trade receivables</b>                   |
| PT Pupuk Indonesia Niaga                   |
| PT Petrokimia Gresik                       |
| PT Dahana                                  |
| PT Kaltim Daya Mandiri                     |
| Others (each below Rp5,000)                |
| <b>Total</b>                               |
| Provision for impairment                   |
| <b>Net</b>                                 |
| <b>As a percentage of<br/>total assets</b> |
| <b>Other receivables</b>                   |
| PT Kaltim Amonium Nitrat                   |
| Others (each below Rp5,000)                |
| <b>Total</b>                               |
| Provision for impairment                   |
| <b>Net</b>                                 |
| <b>As a percentage of<br/>total assets</b> |
| <b>Subsidy receivables</b>                 |
| Government of the Republic of<br>Indonesia |
| <b>As a percentage of<br/>total assets</b> |
| <b>Unbilled subsidy receivables</b>        |
| Government of the Republic of<br>Indonesia |
| <b>As a percentage of<br/>total assets</b> |
| <b>Other financial assets</b>              |
| BRI                                        |
| BSI                                        |
| BNI                                        |
| BTN                                        |
| PT Asuransi Tugu Pratama Indonesia         |
| <b>Total</b>                               |
| <b>As a percentage of<br/>total assets</b> |

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**24. SIFAT DAN TRANSAKSI DENGAN PIHAK BERELASI  
(lanjutan)**

**b. Saldo dan transaksi dengan pihak berelasi  
(lanjutan)**

Rincian saldo dan nilai transaksi dengan pihak berelasi  
adalah sebagai berikut: (lanjutan)

|                                                  | 2024          | 2023           |
|--------------------------------------------------|---------------|----------------|
| <b>Utang usaha</b>                               |               |                |
| PT Pertamina (Persero)                           | 38,904        | 349,345        |
| PT BGR Logistik Indonesia                        | 12,412        | 9,193          |
| PT Pelita Air Service                            | 6,188         | 9,726          |
| PT Pupuk Indonesia Logistik                      | 3,063         | 12,352         |
| PT Pupuk Indonesia (Persero)                     | 1,503         | 19,312         |
| PT Kaltim Daya Mandiri                           |               |                |
| Argo Energy                                      | -             | 13,716         |
| PT Rekayasa Industri                             | -             | 2,570          |
| Lain-lain (masing-masing<br>di bawah Rp5.000)    | 18,567        | 18,493         |
| <b>Jumlah</b>                                    | <b>80,637</b> | <b>434,707</b> |
| <b>Persentase terhadap<br/>jumlah liabilitas</b> | <b>1.58%</b>  | <b>5.63%</b>   |

**Liabilitas yang  
masih harus dibayar**

|                                                  |                  |                  |
|--------------------------------------------------|------------------|------------------|
| PT Pertamina (Persero)                           | 1,826,584        | 820,405          |
| PT Petrokimia Gresik                             | 113,948          |                  |
| PT Kaltim Daya Mandiri                           | 55,479           | 30,432           |
| PT Wijaya Karya (Persero)                        | 44,334           | 10,465           |
| PT Sucofindo (Persero)                           | 31,712           |                  |
| PT Pupuk Indonesia Logistik                      | 28,893           | 26,381           |
| PT BGR Logistik Indonesia                        | 21,849           | 29,292           |
| PT Pertamina Gas                                 | 16,290           | 18,360           |
| PT Pupuk Sriwidjaja Palembang                    | 13,434           | 23,247           |
| PT Kaltim Daya Mandiri                           |                  |                  |
| Argo Energy                                      | -                | 12,574           |
| PT Pupuk Indonesia Utilitas                      | -                | 19,433           |
| PT Kaltim Medika Utama                           | -                | 5,044            |
| Lain-lain (masing-masing<br>di bawah Rp5.000)    | 48,171           | 43,347           |
| <b>Jumlah</b>                                    | <b>2,200,694</b> | <b>1,038,980</b> |
| <b>Persentase terhadap<br/>jumlah liabilitas</b> | <b>43.12%</b>    | <b>13.46%</b>    |

**Pinjaman jangka pendek  
Liabilitas supplier financing**

|     |   |         |
|-----|---|---------|
| BRI | - | 920,619 |
| BNI | - | 670,812 |

**Kredit modal kerja**

|               |                |                  |
|---------------|----------------|------------------|
| BNI           | 152,180        | 854              |
| BSI           | 2,612          | -                |
| Mandiri       | 2,500          | 1,666            |
| <b>Jumlah</b> | <b>157,292</b> | <b>1,593,951</b> |

|                                                  |              |               |
|--------------------------------------------------|--------------|---------------|
| <b>Persentase terhadap<br/>jumlah liabilitas</b> | <b>3.08%</b> | <b>20.65%</b> |
|--------------------------------------------------|--------------|---------------|

**Pinjaman jangka panjang  
Mandiri**

|               |            |              |
|---------------|------------|--------------|
|               | 849        | 3,025        |
| <b>Jumlah</b> | <b>849</b> | <b>3,025</b> |

|                                                  |              |              |
|--------------------------------------------------|--------------|--------------|
| <b>Persentase terhadap<br/>jumlah liabilitas</b> | <b>0.02%</b> | <b>0.04%</b> |
|--------------------------------------------------|--------------|--------------|

**24. NATURE OF RELATIONSHIP AND TRANSACTIONS  
WITH RELATED PARTIES (continued)**

**b. Related party balances and transactions  
(continued)**

The details of balances and transaction values with  
related parties are as follows: (continued)

|                                                 |
|-------------------------------------------------|
| <b>Trade payables</b>                           |
| PT Pertamina (Persero)                          |
| PT BGR Logistik Indonesia                       |
| PT Pelita Air Service                           |
| PT Pupuk Indonesia Logistik                     |
| PT Pupuk Indonesia (Persero)                    |
| PT Kaltim Daya Mandiri                          |
| Argo Energy                                     |
| PT Rekayasa Industri                            |
| Others (each below Rp5,000)                     |
| <b>Total</b>                                    |
| <b>As a percentage of<br/>total liabilities</b> |

|                                                 |
|-------------------------------------------------|
| <b>Accrued liabilities</b>                      |
| PT Pertamina (Persero)                          |
| PT Petrokimia Gresik                            |
| PT Kaltim Daya Mandiri                          |
| PT Wijaya Karya (Persero)                       |
| PT Sucofindo (Persero)                          |
| PT Pupuk Indonesia Logistik                     |
| PT BGR Logistik Indonesia                       |
| PT Pertamina Gas                                |
| PT Pupuk Sriwidjaja Palembang                   |
| PT Kaltim Daya Mandiri                          |
| Argo Energy                                     |
| PT Pupuk Indonesia Utilitas                     |
| PT Pupuk Sriwidjaja Palembang                   |
| Others (each below Rp5,000)                     |
| <b>Total</b>                                    |
| <b>As a percentage of<br/>total liabilities</b> |

|                                                            |
|------------------------------------------------------------|
| <b>Short-term loans<br/>Supplier financing liabilities</b> |
| BRI                                                        |
| BNI                                                        |

|                              |
|------------------------------|
| <b>Working capital loans</b> |
| BNI                          |
| BSI                          |
| Mandiri                      |
| <b>Total</b>                 |

|                                                 |
|-------------------------------------------------|
| <b>As a percentage of<br/>total liabilities</b> |
|-------------------------------------------------|

**Long-term loan  
Mandiri**

**Total**

|                                                 |
|-------------------------------------------------|
| <b>As a percentage of<br/>total liabilities</b> |
|-------------------------------------------------|

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**24. SIFAT DAN TRANSAKSI DENGAN PIHAK BERELASI  
(lanjutan)**

**b. Saldo dan transaksi dengan pihak berelasi  
(lanjutan)**

Rincian saldo dan nilai transaksi dengan pihak berelasi  
adalah sebagai berikut: (lanjutan)

**24. NATURE OF RELATIONSHIP AND TRANSACTIONS  
WITH RELATED PARTIES (continued)**

**b. Related party balances and transactions  
(continued)**

The details of balances and transaction values with  
related parties are as follows: (continued)

|                                                              | <u>2024</u>              | <u>2023</u>              |
|--------------------------------------------------------------|--------------------------|--------------------------|
| <b>Pendapatan</b>                                            |                          |                          |
| Pemerintah Republik Indonesia                                | 4,772,989                | 3,169,302                |
| PT Pupuk Indonesia Niaga                                     | 1,247,448                | 551,075                  |
| PT Petrokimia Gresik                                         | 1,001,114                | 562,874                  |
| PT Perusahaan Perdagangan Indonesia                          | 180,624                  | 106,761                  |
| PT Dahana                                                    | 118,247                  | -                        |
| PT Sang Hyang Seri (Persero)                                 | 98,390                   | 104,294                  |
| PT Gresik Cipta Sejahtera                                    | 87,517                   | 70,848                   |
| PT Pupuk Iskandar Muda                                       | 37,904                   | 874                      |
| PT Kalimantan Agro Nusantara                                 | 32,723                   | 8,940                    |
| PT Kaltim Daya Mandiri                                       | 21,208                   | 27,502                   |
| PT Kaltim Amonium Nitrat                                     | 20,482                   | 34,175                   |
| PT Petrosida Gresik                                          | 10,178                   | 7,621                    |
| Lain-lain (masing-masing<br>di bawah Rp10.000)               | 103,297                  | 87,584                   |
| <b>Jumlah</b>                                                | <u><b>7,732,121</b></u>  | <u><b>4,731,850</b></u>  |
| <b>Persentase terhadap<br/>jumlah pendapatan</b>             | <u><b>30.98%</b></u>     | <u><b>20.39%</b></u>     |
| <b>Pembelian</b>                                             |                          |                          |
| PT Pertamina (Persero)                                       | 11,996,233               | 10,090,683               |
| PT Kaltim Daya Mandiri                                       | 436,618                  | 372,897                  |
| PT Petrokimia Gresik                                         | 352,087                  | 20,401                   |
| PT Pertamina Gas                                             | 183,122                  | 174,096                  |
| PT Pupuk Indonesia (Persero)                                 | 152,339                  | 20,635                   |
| PT Pupuk Indonesia Logistik                                  | 150,963                  | 80,975                   |
| PT Wijaya Karya (Persero)                                    | 132,110                  | 211,281                  |
| PT BGR Logistik Indonesia                                    | 111,670                  | 51,834                   |
| PT Kaltim Daya Mandiri Argo Energy                           | 47,682                   | 159,899                  |
| PT Jasa Prima Logistik Bulog                                 | 18,649                   | -                        |
| PT Pupuk Sriwidjaja Palembang                                | 13,399                   | 8,673                    |
| PT Petrosida Gresik                                          | 9,359                    | 27,706                   |
| PT Pupuk Indonesia Niaga                                     | 6,242                    | 12,965                   |
| PT Rekayasa Industri                                         | 6,202                    | 34,602                   |
| Lain-lain (masing-masing<br>di bawah Rp10.000)               | 89,060                   | 10,765                   |
| <b>Jumlah</b>                                                | <u><b>13,705,735</b></u> | <u><b>11,277,412</b></u> |
| <b>Persentase terhadap jumlah<br/>beban pokok pendapatan</b> | <u><b>74.01%</b></u>     | <u><b>70.03%</b></u>     |

|                                         |
|-----------------------------------------|
| <b>Revenues</b>                         |
| Government of the Republic of Indonesia |
| PT Pupuk Indonesia Niaga                |
| PT Petrokimia Gresik                    |
| PT Perusahaan Perdagangan Indonesia     |
| PT Dahana                               |
| PT Sang Hyang Seri (Persero)            |
| PT Gresik Cipta Sejahtera               |
| PT Pupuk Iskandar Muda                  |
| PT Kalimantan Agro Nusantara            |
| PT Kaltim Daya Mandiri                  |
| PT Kaltim Amonium Nitrat                |
| PT Petrosida Gresik                     |
| Others (each below Rp10,000)            |

**Total**

**As a percentage of  
total revenues**

|                                    |
|------------------------------------|
| <b>Purchases</b>                   |
| PT Pertamina (Persero)             |
| PT Kaltim Daya Mandiri             |
| PT Petrokimia Gresik               |
| PT Pertamina Gas                   |
| PT Pupuk Indonesia (Persero)       |
| PT Pupuk Indonesia Logistik        |
| PT Wijaya Karya (Persero)          |
| PT BGR Logistik Indonesia          |
| PT Kaltim Daya Mandiri Argo Energy |
| PT Jasa Prima Logistik Bulog       |
| PT Pupuk Sriwidjaja Palembang      |
| PT Petrosida Gresik                |
| PT Pupuk Indonesia Niaga           |
| PT Rekayasa Industri               |
| Others (each below Rp10,000)       |

**Total**

**As a percentage of total  
revenues**

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**24. SIFAT DAN TRANSAKSI DENGAN PIHAK BERELASI  
(lanjutan)**

**c. Kompensasi manajemen kunci**

Jumlah kompensasi personil manajemen kunci Grup untuk tahun yang berakhir 31 Desember 2024 dan 2023 adalah sebagai berikut:

|                     | <u>2024</u>          | <u>2023</u>          |
|---------------------|----------------------|----------------------|
| <b>Direksi</b>      |                      |                      |
| Gaji dan tunjangan  | 10,863               | 10,208               |
| Tunjangan hari raya | 867                  | 775                  |
| Tantiem             | <u>23,986</u>        | <u>40,146</u>        |
|                     | 35,716               | 51,129               |
| Imbalan pascakerja  | <u>2,011</u>         | <u>1,784</u>         |
|                     | <u>37,727</u>        | <u>52,913</u>        |
| <b>Komisaris</b>    |                      |                      |
| Gaji dan tunjangan  | 8,920                | 8,352                |
| Tunjangan hari raya | 604                  | 559                  |
| Tantiem             | <u>16,045</u>        | <u>26,854</u>        |
|                     | 25,569               | 35,765               |
| Imbalan pascakerja  | <u>1,448</u>         | <u>1,449</u>         |
|                     | <u>27,017</u>        | <u>37,214</u>        |
| <b>Jumlah</b>       | <u><u>64,744</u></u> | <u><u>90,127</u></u> |

**24. NATURE OF RELATIONSHIP AND TRANSACTIONS  
WITH RELATED PARTIES (continued)**

**c. Key management compensation**

The amounts of the Group's key management personnel compensation for the years ended 31 December 2024 and 2023 is as follows:

**Board of Directors**  
Salaries and allowance  
Holiday allowance  
Tantiem

Post-employment benefit

**Board of Commissioners**  
Salaries and allowance  
Holiday allowance  
Tantiem

Post-employment benefit

**Total**

**25. PERJANJIAN PENTING, PERIKATAN DAN KONTINJENSI**

**i. Penugasan dari Pemerintah**

**Pengadaan dan penyaluran pupuk bersubsidi**

Peraturan Menteri Perdagangan Republik Indonesia ("Permendag") No. 4 Tahun 2023 yang menggantikan Permendag No. 15/M-DAG/PER/4/2013 tentang Pengadaan dan Penyaluran Pupuk Bersubsidi untuk sektor pertanian, mengatur bahwa wilayah tanggung jawab atau wilayah pengadaan dan penyaluran pupuk bersubsidi kepada kelompok tani dan/atau petani mulai dari lini I, lini II, lini III, sampai dengan lini IV ditetapkan oleh PT Pupuk Indonesia (Persero).

Berdasarkan peraturan di atas, PT Pupuk Indonesia (Persero) telah menerbitkan surat No. 00075/D/HK/D11200/SP/2023 dan surat No. 00128/D/HK/D11200/SP/2024 masing-masing pada tanggal 18 Januari 2023 dan 12 Januari 2024 (diamandemen terakhir melalui addendum II pada tanggal 28 Juni 2024), perihal pembagian wilayah tanggung jawab pengadaan dan penyaluran pupuk bersubsidi yang berlaku masing-masing terhitung, 1 Januari 2023 dan 1 Januari 2024.

**25. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES**

**i. Public service obligation**

**Supply and distribution of subsidised fertiliser**

The Minister of Trade of the Republic of Indonesia Regulation ("Permendag") No. 4 Year 2023 which replaced Permendag No. 15/M-DAG/PER/4/2013 on Procurement and Distribution of Subsidised Fertiliser to the agricultural sector, stipulates that the area of responsibility or the area of procurement and distribution of subsidised fertiliser to farmers' groups and/or farmers starting from line I, line II, line III, up to the line IV are established by PT Pupuk Indonesia (Persero).

Based on the above regulation, PT Pupuk Indonesia (Persero) has issued letter No. 00075/D/HK/D11200/SP/2023 and No. 00128/D/HK/D11200/SP/2024 (amended through addendum II on 28 June 2024), on 18 January 2023 and 12 January 2024, respectively, regarding the segregation of responsibility area for procurement and distribution of subsidised fertiliser to apply from 1 January 2023 and 1 January 2024, respectively.



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**25. PERJANJIAN PENTING, PERIKATAN DAN KONTINJENSI (lanjutan)**

**i. Penugasan dari Pemerintah (lanjutan)**

**Pengadaan dan penyaluran pupuk bersubsidi (lanjutan)**

Harga eceran tertinggi pupuk bersubsidi adalah sebagai berikut:

| <u>Peraturan Menteri Pertanian/<br/>Decree of the Minister of Agricultural</u> | <u>Tanggal terbit/<br/>Date of issuance</u> | <u>Berlaku/<br/>Effective<br/>period</u> | <u>Urea<br/>Per Kg</u> | <u>NPK<br/>Per Kg</u> | <u>NPK<br/>Kakao<br/>Per Kg</u> |
|--------------------------------------------------------------------------------|---------------------------------------------|------------------------------------------|------------------------|-----------------------|---------------------------------|
| Permentan 734/KPTS/SR.320/M/09/2022                                            | 24 Sep/Sep 2022                             | 2023                                     | 2,250                  | 2,300                 | 3,300                           |
| Permentan 744/KPTS/SR.320/M/12/2023                                            | 20 Des/Dec 2023                             | 2024                                     | 2,250                  | 2,300                 | 3,300                           |

**ii. Pengadaan gas bumi**

Perusahaan melakukan Perjanjian Jual Beli Gas ("PJBG") untuk pembelian gas bumi yang digunakan untuk operasi pabrik pupuk dengan rincian sebagai berikut:

| <u>Periode berlaku/Validity period</u> | <u>Pabrik/Plant</u>                  | <u>Volume</u> | <u>Pemasok/Supplier</u>    |
|----------------------------------------|--------------------------------------|---------------|----------------------------|
| 1 Jul 2003 - 31 Des/Dec 2022           | Kaltim-4                             | 51 BBTUD      | PT Pertamina (Persero)     |
| 1 Jan 2012 - 31 Des/Dec 2021           | Kaltim-1 atau/or 5 <sup>1)</sup>     | 88 BBTUD      | Pearl Oil (Sebuku) Ltd     |
| 1 Jan 2020 - 31 Des/Dec 2021           | Kaltim-2, Kaltim-3 dan/and Kaltim-1A | 200.53 BBTUD  | PT Pertamina (Persero)     |
| **)                                    | Amurea                               | 102 BBTUD     | Genting Oil Kasuri Pte.Ltd |

<sup>\*)</sup> Untuk tahun 2022, penyaluran gas bumi untuk Kaltim-5 ditagih oleh PT Pertamina (Persero)/For 2022, the distribution of natural gas for Kaltim-5 was billed by PT Pertamina (Persero)

<sup>\*\*)</sup> Tanggal efektif perjanjian adalah 1 Januari 2025 atau tanggal lain yang disepakati oleh PKT dan pemasok, dengan ketentuan syarat tangguh telah terpenuhi/The effective date of agreement is on 1 January 2025 or other date agreed by PKT dan supplier, provided that the conditions precedent have been satisfied

Berdasarkan Keputusan Menteri ESDM No. 91.K/MG.01/MEM/2023 ("Kep91"), Menteri atau regulator melakukan evaluasi terhadap harga gas bumi tertentu dengan mempertimbangkan kondisi perekonomian dalam negeri.

Pada bulan Desember 2022, Perusahaan membukukan tambahan provisi atas kurang bayar pengadaan gas bumi untuk tahun 2021 sebesar Rp357.773. Pembukuan provisi ini disebabkan Perusahaan menerima surat pemberitahuan dari Satuan Kerja Khusus Pelaksana Kegiatan Usaha Hulu Minyak dan Gas Bumi ("SKK Migas"), yang menyampaikan surat dari Kementerian ESDM bahwa harga gas bumi sesuai ketentuan PJBG diberlakukan kembali untuk sebagian WK gas yang menyalurkan gas bumi ke pabrik Kaltim 2, 3, 1A dan 4, dan harga menurut Keputusan Menteri ESDM No. 134.K/HK.02/MEM.M/2021 ("Kep134") tidak digunakan.

**25. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES (continued)**

**i. Public service obligation (continued)**

**Supply and distribution of subsidised fertiliser (continued)**

The highest retail prices of subsidised fertilisers are as follows:

**ii. Procurement of natural gas**

The Company entered into Gas Sales Purchase Agreement ("GSPA") for the purchase of natural gas to be used in the operation of its fertiliser plants, with details as follows:

Based on the MOEMR Decree No. 91.K/MG.01/MEM/2023 ("Kep91"), the Minister or regulator evaluates the price of certain natural gas by considering domestic economic conditions.

In December 2022, the Company recorded an additional provision for the underpayment of natural gas for 2021 of Rp357,773. This provision was recognised due to the Company received a notification letter from the Special Task Force for Upstream Oil and Gas Business Activities ("SKK Migas"), which conveyed a letter from the MOEMR that the natural gas prices in accordance with the GSPA were re-enforced for some gas WK that distributed natural gas to Kaltim 2, 3, 1A and 4, instead of using the prices in accordance with the MOEMR Decree No. 134.K/HK.02/MEM.M/2021 ("Kep134").

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**25. PERJANJIAN PENTING, PERIKATAN DAN KONTINJENSI (lanjutan)**

**ii. Pengadaan gas bumi (lanjutan)**

Pada tanggal 24 Februari 2023, Perusahaan menerima surat pemberitahuan dari SKK Migas mengenai harga gas bumi Perusahaan untuk tahun 2022 dan seterusnya dimana SKK Migas bersama Produsen Gas Kalimantan Timur dan PT Pertamina (Persero) sedang melakukan evaluasi guna mendapatkan harga gas bumi baru untuk menggantikan tarif berdasarkan Kep 134 dikarenakan tidak mencukupinya penerimaan bagian negara di WK tertentu untuk melaksanakan skema *Kept-Whole* bagian Kontraktor untuk tahun 2022 ke depan.

Pada tanggal 27 September 2023, SKK Migas menyampaikan salinan surat Menteri ESDM terkait penyesuaian harga gas bumi kepada PKT untuk periode dari tanggal 30 Juli 2021 sampai 31 Desember 2021, yaitu dengan diberlakukannya kembali penggunaan tarif harga formula berdasarkan PJBG untuk beberapa WK tertentu dan bukan berdasarkan tarif Kep134. Sumber pasokan gas bumi dari WK Rapak, Makassar Strait dan Muara Bakau dihitung secara prorata atas penyerahannya ke pabrik Kaltim 2, 3, 1A dan 4. Kemudian, PKT dan PT Pertamina (Persero) telah menandatangani *Letter of Agreement* ("LOA") untuk penyesuaian harga gas bumi untuk periode dari tanggal 30 Juli 2021 sampai 31 Desember 2021 pada bulan Desember 2023. Oleh karena itu, provisi penyesuaian harga gas bumi sebesar Rp356.483 telah di reklasifikasi menjadi utang usaha kepada PT Pertamina (Persero) pada tanggal 31 Desember 2023 dan telah dibayarkan penuh pada bulan Januari 2024.

Namun, karena Perusahaan belum menerima pemberitahuan lebih lanjut dari SKK Migas maupun Kementerian ESDM terkait dengan harga gas bumi atas pengadaan gas bumi Kaltim 2, 3, 1A, 4 dan 5 tahun 2022 dan 2023, Perusahaan melakukan estimasi atas provisi kurang bayar pengadaan gas bumi untuk tahun 2022 dan 2023, menggunakan asumsi formula harga gas bumi dan penentuan WK yang terdampak penyesuaian harga gas bumi. Dengan estimasi tersebut, Perusahaan membukukan provisi atas kurang bayar pengadaan gas bumi sebesar Rp1.691.907 pada tanggal 31 Desember 2023.

**25. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES (continued)**

**ii. Procurement of natural gas (continued)**

On 24 February 2023, the Company received a notification letter from the SKK Migas regarding the natural gas price of the Company for year 2022 onwards in which SKK Migas together with the gas producers in East Kalimantan and PT Pertamina (Persero) were evaluating the new natural gas price to replace the rates based on the Kep 134 due to insufficient state revenues in certain WK to implement the *Kept-Whole* scheme of Contractors' share for 2022 onwards.

On 27 September 2023, SKK Migas delivered a copy of the MOEMR' letter regarding natural gas price adjustments to PKT for the period from 30 July 2021 to 31 December 2021, reintroducing the use of formula price rates based on GSPA for certain WK instead of the Kep134 rate. Sources of natural gas supply from WK Rapak, Makassar Strait and Muara Bakau are calculated on a prorated basis for delivery to the Kaltim 2, 3, 1A and 4 factories. Subsequently in December 2023, PKT and PT Pertamina (Persero) signed a *Letter of Agreement* ("LOA") for the natural gas price adjustment for the period from 30 July 2021 to 31 December 2021. Therefore, the natural gas price adjustment provision amounting to Rp356,483 had been reclassified as a trade payable to PT Pertamina (Persero) as at 31 December 2023 and had been fully paid in January 2024.

However, since the Company has not yet received any further notification from SKK Migas or the MOEMR regarding the natural gas price for Kaltim 2, 3, 1A, 4 and 5 gas procurement in 2022 and 2023, the Company has estimated the provision for underpayment of natural gas procurement in 2022 and 2023, using the assumptions of natural gas prices formula and determination of WK that are affected by the natural gas price adjustment. Based on the estimation, the Company recorded a provision for the underpayment for natural gas procurement amounting to Rp1,691,907 as at 31 December 2023.

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**25. PERJANJIAN PENTING, PERIKATAN DAN KONTINJENSI (lanjutan)**

**ii. Pengadaan gas bumi (lanjutan)**

Pada tanggal 24 Juni 2024, Kementerian ESDM menerbitkan Surat Menteri ESDM No. T-260/MG.04/MEM.M/2024 ("Surat Menteri ESDM No. T-260") terkait dengan "Perubahan Harga Penyesuaian dan Harga Gas Bumi Tertentu di Plant Gate kepada Pengguna Gas Bumi PT Pupuk Kalimantan Timur", yang menjelaskan bahwa harga gas bumi untuk Kaltim 4 pada tahun 2022 ditetapkan untuk disesuaikan dengan Perjanjian Jual Beli Gas ("PJBG") untuk Kaltim 4 yang masa berlakunya berakhir pada tahun 2022. Atas penerbitan surat ini, Manajemen berpandangan bahwa provisi yang telah dibukukan atas Kaltim 4 (senilai Rp38.904) di tahun 2022 telah sesuai.

Pada tanggal 31 Desember 2024, Perusahaan telah menerima tagihan dari Pertamina atas kurang bayar atas Kaltim 4 tahun 2022 dan mereklasifikasikan provisi atas Kaltim 4 tahun 2022 sebagai Utang Usaha. Pada Januari 2025, Perusahaan telah melakukan pembayaran untuk tagihan ini.

Pada tanggal 12 Juli 2024, Kementerian ESDM menerbitkan Surat Menteri ESDM No. T-298/MG.04/MEM.M/2024 ("Surat Menteri ESDM No. T-298") yang menyatakan bahwa harga gas bumi tertentu berdasarkan Kep 91 poin 9 tidak lagi berlaku sejak 1 Januari 2024 dan memberikan informasi mengenai rumus perhitungan harga gas bumi terbaru yang akan berlaku sejak 1 Januari 2024 hingga 31 Desember 2028.

Surat Menteri ESDM No. T-298 juga menyatakan bahwa harga gas bumi untuk tahun 2022 dan 2023 adalah sebesar \$5,88/MMBTU, sehingga pada tahun 2024, Perusahaan membukukan pembalikan provisi pembelian gas untuk tahun 2022 dan 2023 sebesar Rp1.734.876. Selain itu, untuk pembelian gas selama bulan Januari sampai dengan Juni 2024 dimana Perusahaan masih menerima tagihan dari Pertamina dengan harga berdasarkan Kep 91, Perusahaan juga telah mencatat liabilitas terkait kurang bayar pengadaan gas bumi sebesar Rp714.070 pada tanggal 31 Desember 2024, yang disajikan sebagai bagian dari liabilitas yang masih harus dibayar di laporan posisi keuangan konsolidasian.

Pada tanggal 9 Oktober 2024, Kementerian ESDM menerbitkan Keputusan Menteri ESDM No. 255.K/MG.01/MEM.M/2024 ("Kep 255") yang mengatur bahwa sejak 1 Januari 2024, Harga Gas Bumi Tertentu ("HGBT") berdasarkan Kep 91 tidak lagi berlaku bagi Perusahaan dan penetapan harga gas bumi harus berdasarkan Surat ESDM No. T-298.

**25. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES (continued)**

**ii. Procurement of natural gas (continued)**

On 24 June 2024, the MOEMR issued Letter of MOEMR No. T-260/MG.04/MEM.M/2024 ("Letter of MOEMR No. T-260") regarding "Changes in Adjustment Prices and Certain Natural Gas Prices at Plant Gate to Natural Gas Users of PT Pupuk Kalimantan Timur", which explains that the natural gas price for Kaltim 4 in 2022 is set to be adjusted to the Gas Sales and Purchase Agreement ("PJBG") for Kaltim 4 which expires in 2022. Based on the issuance of this letter, Management is of the view that the provision that has been recorded for Kaltim 4 (amounting to Rp38,904) in 2022 is appropriate.

On 31 December 2024, the Company has received an invoice from Pertamina for the underpayment for Kaltim 4 in 2022 and reclassified the provision for Kaltim 4 in 2022 as Trade Payable. In January 2025, the Company has made a payment for this invoice.

On 12 July 2024, the MOEMR issued the Letter of MOEMR No. T-298/MG.04/MEM.M/2024 ("Letter of MOEMR No. T-298") which stated that the natural gas price based on Kep 91 point 9 was no longer applicable since 1 January 2024 and provided the information regarding the new formula for the calculation of the natural gas price which will apply from 1 January 2024 to 31 December 2028.

The Letter of MOEMR No. T-298 also stated that the natural gas price for the years 2022 and 2023 is set at \$5.88/MMBTU, hence the Company recorded a reversal of the provision for gas purchases for the years 2022 and 2023 amounting to Rp1,734,876 in 2024. In addition, for the gas purchases during the period from January to June 2024 where the Company still received invoices from Pertamina with the price based on Kep 91, the Company has also recorded liabilities for the underpayment of natural gas procurement amounting to Rp714,070 as at 31 December 2024, which was presented as accrued liabilities in the consolidated statement of financial position.

On 9 October 2024, the MOEMR issued the MOEMR Decree No. 255.K/MG.01/MEM.M/2024 ("Kep 255") which stipulate that since 1 January 2024, the Specific Price of Natural Gas ("HGBT") based on Kep 91 is no longer applicable to the Company and the determination of the price of natural gas shall refer to the Letter of MOEMR No. T-298.

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**25. PERJANJIAN PENTING, PERIKATAN DAN KONTINJENSI (lanjutan)**

**ii. Pengadaan gas bumi (lanjutan)**

Pada tanggal 17 Februari 2025, PJBG untuk tahun 2022 – 2028 telah difinalisasi dan ditandatangani oleh Perusahaan, Pertamina dan seluruh pihak yang terkait. PJBG ini menggunakan Surat Menteri ESDM No. T-298 sebagai acuan dalam menentukan harga gas bumi dan mengatur bahwa:

- Harga gas bumi untuk pengadaan pada tahun 2022 – 2023 serta keperluan produksi pupuk bersubsidi untuk tahun 2024 dan seterusnya adalah US\$5,88/MMBTU; dan
- Harga gas bumi untuk keperluan produksi pupuk tidak bersubsidi untuk tahun 2024 dan seterusnya mengacu kepada formula yang disediakan pada Surat Menteri ESDM No. T-298

Mempertimbangkan sudah adanya kepastian mengenai harga pengadaan gas bumi untuk tahun 2022 – 2028 dengan terbitnya Surat Menteri ESDM No. T-298 dan ditandatanganinya PJBG untuk tahun 2022 – 2028, pada tanggal 31 Desember 2024, manajemen telah membukukan nilai kurang bayar pengadaan gas sebagai liabilitas yang masih harus dibayar dan tidak lagi sebagai provisi.

Pada tanggal 26 Maret 2025, Perusahaan telah melunasi seluruh kurang bayar pengadaan gas bumi yang masih tercatat sebagai liabilitas yang masih harus dibayar per tanggal 31 Desember 2024.

**26. ASET KEUANGAN DAN LIABILITAS KEUANGAN**

Pada tanggal 31 Desember 2024, Grup mengklasifikasikan aset keuangannya sebagai berikut:

- Kas dan setara kas, piutang usaha, piutang subsidi dari Pemerintah Republik Indonesia, piutang subsidi yang belum ditagih, piutang lain-lain dan aset keuangan lainnya sebesar Rp9.786.688 (2023: Rp9.341.468) sebagai aset keuangan diukur pada biaya perolehan diamortisasi
- Aset tidak lancar lainnya sebesar Rp62.729 (2023: Rp66.338) sebagai aset keuangan diukur pada nilai wajar melalui penghasilan komprehensif lain.

Pada tanggal 31 Desember 2024, Grup mengklasifikasikan utang usaha, liabilitas yang masih harus dibayar, pinjaman jangka pendek, utang lainnya, pinjaman jangka panjang, dan liabilitas sewa sebesar Rp3.746.442 (2023: Rp4.279.401) sebagai liabilitas pada biaya perolehan diamortisasi.

**25. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES (continued)**

**ii. Procurement of natural gas (continued)**

On 17 February 2025, the GSPA for the year of 2022 – 2028 has been finalised and signed by the Company, Pertamina and all of the relevant parties. The GSPA refers to Letter of MoEMR No. T-298 as a basis in determining the price of natural gas and provides that:

- The price of natural gas for the procurement in 2022 – 2023 and for the purpose of production of subsidised fertilisers for the year of 2024 onwards is US\$5.88/MMBTU; and
- The price of natural gas for the purpose of production of non-subsidised fertilisers for the year 2024 onwards shall refer to the formula provided in the Letter of MoEMR No. T-298.

Considering the certainty over the natural gas purchase prices for the years 2022 – 2028 following the issuance of Letter of MoEMR No. T-298 and the signing of the GSPA for the years 2022 – 2028, as at 31 December 2024, management has recognised the amount of gas underpayment as accrued liabilities instead of provision.

On 26 March 2025, the Company has fully paid all of the remaining underpayment of natural gas which was still recorded as accrued liabilities as at 31 December 2024.

**26. FINANCIAL ASSETS AND FINANCIAL LIABILITIES**

As at 31 December 2024, the Group classified its financial assets as follows:

- Cash and cash equivalents, trade receivables, subsidy receivables from the Government of the Republic of Indonesia, unbilled subsidy receivables, other receivables and other financial assets amounting to Rp9,786,688 (2023: Rp9,341,468) as financial assets measured at amortised cost
- Other non-current assets amounting to Rp62,729 (2023: Rp66,338) as financial assets at FVOCI.

As at 31 December 2024, the Group classified its trade payables, accrued liabilities, short-term loans, other payables, long-term loans and lease liabilities, amounting to Rp3,746,442 (2023: Rp4,279,401) as liabilities at amortised costs.



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**27. MANAJEMEN RISIKO KEUANGAN**

Berbagai aktivitas yang dilakukan membuat Grup terekspos terhadap berbagai risiko keuangan: risiko pasar (termasuk dampak risiko nilai tukar mata uang asing dan risiko tingkat suku bunga), risiko kredit dan risiko likuiditas. Tujuan dari proses manajemen risiko Grup adalah untuk mengidentifikasi, mengukur, mengawasi dan mengelola risiko dasar dalam upaya melindungi kesinambungan bisnis dalam jangka panjang dan meminimalkan dampak yang tidak diharapkan pada kinerja keuangan Grup.

Fungsi manajemen risiko keuangan dijalankan oleh Departemen Tata Kelola Perusahaan dan Manajemen Risiko di bawah kebijakan-kebijakan yang disetujui oleh Direksi. Departemen tersebut mengidentifikasi dan mengevaluasi risiko-risiko keuangan.

**a. Risiko pasar**

**(i) Risiko nilai tukar mata uang asing**

Perubahan nilai tukar telah, dan diperkirakan akan terus, memberikan pengaruh terhadap hasil usaha dan arus kas Grup. Beberapa belanja modal dan pembelian bahan baku gas bumi didenominasi dengan mata uang Dolar AS. Namun demikian, Grup mempunyai pendapatan yang didenominasi dalam mata uang Dolar AS, yang secara tidak langsung merupakan lindung nilai alami (*natural hedge*) terhadap eksposur fluktuasi nilai tukar mata uang asing.

Pada tanggal 31 Desember 2024, jika Rupiah melemah/menguat 5% terhadap mata uang asing dengan seluruh variabel lain tetap, maka laba sebelum pajak tahun berjalan akan lebih tinggi/rendah sebesar Rp49.376 (2023: Rp77.302) yang terutama timbul dari keuntungan/kerugian selisih kurs atas penjabaran aset dan liabilitas moneter dalam mata uang asing.

**(ii) Risiko suku bunga**

Risiko suku bunga Grup terutama timbul dari pinjaman jangka pendek dan panjang. Risiko suku bunga dari kas dan deposito tidak dipertimbangkan signifikan. Grup memiliki pinjaman dengan tingkat suku bunga tetap dan tingkat suku bunga mengambang.

Transaksi dengan tingkat suku bunga mengambang terekspos terhadap risiko suku bunga arus kas. Grup mengelola risiko dengan menyeimbangkan porsi pinjaman dengan bunga tetap dan bunga mengambang.

Pada tanggal 31 Desember 2024, jika tingkat suku bunga atas pinjaman jangka pendek dan panjang 100 basis poin lebih tinggi/lebih rendah, dengan asumsi semua variabel lain konstan, beban keuangan untuk tahun berjalan akan menjadi lebih tinggi/rendah sebesar Rp1.581 (2023: Rp15.970).

**27. FINANCIAL RISKS MANAGEMENT**

*The Group's activities are exposed to a variety of financial risks: market risk (including foreign currency exchange rates risk and interest rates risk), credit risk and liquidity risk. The objectives of the Group's risk management are to identify, measure, monitor and manage basic risks in order to safeguard the Group's long-term business continuity and to minimise potential adverse effects on the financial performance of the Group.*

*Financial risk management is carried out by a Corporate Governance and Risk Management Department under policies that have been approved by the Board of Directors. The Department identifies and evaluates the financial risks.*

**a. Market risk**

**(i) Foreign exchange risk**

*Changes in exchange rates have affected and may continue to affect the Group's results of operations and cash flows. Some of the Company's capital expenditure and purchases of raw materials in the form of natural gas are denominated in US Dollars. However, the Group has revenue is also denominated in US Dollars, which indirectly represents a natural hedge on exposures to fluctuations in foreign exchange rates.*

*As at 31 December 2024, if the Rupiah had weakened/strengthened by 5% against the foreign currency with all other variables held constant, the profit before tax for the year would have been higher/lower by Rp49,376 (2023: Rp77,302) mainly as a result of foreign exchange gain/losses on the translation of monetary assets and liabilities denominated in a foreign currency.*

**(ii) Interest rate risk**

*The Group's interest rate risk mainly arises from short-term and long-term borrowings. The interest rate risk from cash and deposits is not considered significant. The Group has borrowings with fixed and floating interest rates.*

*Transactions at floating interest rates are exposed to cashflow interest rate risk. The Group manages the risk by maintaining an appropriate mix of fixed and floating rate borrowings.*

*As at 31 December 2024, if the interest rates on short-term and long-term borrowings had been 100 basis points higher/lower with all other variables held constant, the finance costs for the year would have been higher/lower by Rp1,581 (2023: Rp15,970).*



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**27. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

**b. Risiko kredit**

Risiko kredit adalah risiko bahwa Grup akan mengalami kerugian yang ditimbulkan oleh rekanan yang gagal memenuhi kewajiban kontraktual. Risiko kredit terutama berasal dari kas di bank, aset keuangan lainnya, piutang usaha, piutang subsidi dari Pemerintah Republik Indonesia, piutang subsidi yang belum ditagihkan dan piutang lain-lain. Nilai tercatat atas aset keuangan ini dalam laporan posisi keuangan konsolidasian Grup merupakan maksimum eksposur atas risiko kredit.

Semua kas di bank, simpanan giro, deposito berjangka dan aset keuangan lainnya ditempatkan di bank yang memiliki kualitas kredit yang baik. Oleh karena itu Grup berkeyakinan bahwa risiko kredit atas aset keuangan ini adalah minimal.

Risiko kredit pada piutang subsidi dari Pemerintah Republik Indonesia dan piutang subsidi yang belum ditagihkan dianggap rendah, karena pihak yang bersangkutan merupakan Pemerintah Republik Indonesia.

Manajemen yakin akan kemampuannya untuk terus mengendalikan dan mempertahankan eksposur yang minimal terhadap risiko kredit mengingat Grup memiliki kebijakan yang jelas dalam pemilihan pelanggan, perjanjian yang mengikat secara hukum untuk penjualan pupuk, nonpupuk dan jasa lainnya yang telah dilakukan dan secara historis mempunyai tingkat yang rendah untuk piutang usaha yang bermasalah.

Kebijakan umum Grup untuk penjualan pupuk, nonpupuk dan jasa lainnya untuk pelanggan yang sudah ada dan pelanggan baru adalah sebagai berikut:

- memilih pelanggan dengan kondisi keuangan yang kuat dan reputasi yang baik;
- menerima pelanggan baru dan penjualan pupuk, nonpupuk dan jasa lainnya disetujui oleh pihak yang berwenang sesuai dengan kebijakan delegasi kekuasaan Grup; dan
- meminta pembayaran di muka untuk penjualan pupuk dan nonpupuk untuk pelanggan lama dan baru.

Piutang usaha terutama berasal dari pelanggan pihak ketiga dan pihak berelasi yang sudah ada lebih dari 12 bulan yang tersebar merata atas jumlah pelanggan yang besar. Grup juga melakukan evaluasi kredit atas kondisi keuangan pelanggannya secara berkala.

**27. FINANCIAL RISKS MANAGEMENT (continued)**

**b. Credit risk**

*Credit risk refers to the risk that a counterparty will default on its contractual obligation resulting in financial loss to the Group. The Group's credit risk mainly arises from cash in banks, other financial assets, trade receivables, subsidy receivables from the Government of the Republic of Indonesia, unbilled subsidy receivables and other receivables. The carrying amount of these financial assets in the Group's consolidated statement of financial position represents the maximum credit risk exposure.*

*All cash in banks, giro deposits, time deposits and other financial assets are placed in banks with good credit ratings. Consequently, the Group believes the credit risk of such financial assets is minimal.*

*The credit risk on subsidy receivables from the Government of the Republic of Indonesia and unbilled subsidy receivables is considered low, since the counterparty is the Government of the Republic of Indonesia.*

*The management is confident in its ability to continue to control and maintain minimal exposure to credit risk, since the Group has clear policies on the selection of customers, legally binding agreements in place for the sale of fertiliser and non-fertiliser and other services rendered, and historically low levels of bad debts.*

*The Group's general policies for sale of fertiliser and non-fertiliser and other services rendered to new and existing customers are as follows:*

- *selecting customers with strong financial conditions and good reputations;*
- *acceptance of new customers and sale of fertiliser and non-fertiliser and other services rendered being approved by the authorised personnel according to the Group's delegation of authority policy; and*
- *requesting advance payments for the sale of fertiliser and non-fertiliser for recurring and new customers.*

*Trade receivables are mostly derived from third party and related party customers that have existed for more than 12 months that is spread over a large number of customers. The Group also performs credit evaluation on the financial condition of its customers on a regular basis.*

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**27. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

**b. Risiko kredit (lanjutan)**

Seluruh piutang usaha Grup tidak mengandung komponen pendanaan yang signifikan sehingga Grup menerapkan 'pendekatan yang disederhanakan' untuk pengukuran kerugian kredit ekspektasian semua piutang usaha. Oleh karena itu, Grup tidak menilai apakah risiko kredit atas piutang telah meningkat secara signifikan sejak pengakuan awal dan mengukur penyisihan kerugian ekspektasian sepanjang umur piutang.

Untuk mengukur kerugian kredit ekspektasian, Grup menerapkan kombinasi dari kajian individual dan kajian kolektif. Perhitungan cadangan kerugian penurunan nilai piutang secara individual dilakukan untuk pelanggan yang telah mengalami kesulitan pembayaran sesuai dengan periode yang telah ditentukan.

Untuk kajian kolektif, piutang dikelompokkan berdasarkan karakteristik risiko kredit bersama dan hari lewat jatuh tempo. Tingkat kerugian ekspektasian didasarkan pada profil pembayaran pelanggan selama 36 bulan sebelum 1 Januari 2024 atau 31 Desember 2024 (2023: 36 bulan sebelum 1 Januari 2023 atau 31 Desember 2023) serta kerugian kredit historis yang dialami. Tingkat kerugian historis kemudian disesuaikan untuk mencerminkan informasi terkini dan informasi *forward-looking* mengenai faktor-faktor makroekonomi yang mempengaruhi kemampuan pelanggan untuk melunasi piutang.

**c. Risiko likuiditas**

Risiko likuiditas merupakan risiko yang muncul dalam situasi dimana posisi arus kas Grup mengindikasikan bahwa arus kas masuk dari pendapatan jangka pendek tidak cukup untuk memenuhi arus kas keluar untuk pengeluaran jangka pendek. Untuk mengatur risiko likuiditas, Grup memonitor dan menjaga tingkat kas dan setara kas yang diperkirakan cukup untuk mendanai kegiatan operasional Grup dan mengurangi pengaruh fluktuasi arus kas. Manajemen Grup juga secara rutin memonitor perkiraan arus kas dan arus kas aktual, termasuk profil jatuh tempo pinjaman dan secara terus-menerus menilai kondisi pasar keuangan untuk kesempatan memperoleh dana. Sebagai tambahan, Grup juga mengatur untuk memiliki fasilitas *stand-by loan* yang dapat ditarik sesuai dengan permintaan untuk mendanai kegiatan operasi pada saat diperlukan.

**27. FINANCIAL RISKS MANAGEMENT (continued)**

**b. Credit risk (continued)**

*All of the Group's trade receivables do not contain significant financing component and the Group accordingly applies the 'simplified approach' to measure the expected credit losses for all trade receivables. Therefore, the Group does not assess the significance of a change in the credit risk since initial recognition and measure the lifetime expected credit losses of receivables.*

*To measure the expected credit losses, the Group applied a combination of individual assessment and collective assessment. Calculation of allowance for impairment losses for individual receivables is provided for customers that have difficulties in fulfilling their obligations according to the defined period.*

*For the collective assessment, trade receivables have been grouped based on shared credit risk characteristics and the days past due. The expected loss rates are based on the profile of payments from customers over a period of 36 months before 1 January 2024 or 31 December 2024 (2023: 36 months before 1 January 2023 or 31 December 2023) and historical credit losses. The historical loss rates are then adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables.*

**c. Liquidity risk**

*Liquidity risk is defined as a risk that arises in situations where the cash inflow from short-term revenue is not enough to cover the cash outflow of short-term expenditure. To manage its liquidity risk, the Group monitors its level of cash and cash equivalents, and maintains these at a level deemed adequate to finance the Group's operational activities and mitigate the effect of fluctuations in cash flows. The Group's management also regularly monitors projected and actual cash flows, including loan maturity profiles and continuously assesses the financial markets for opportunities to raise funds. In addition, the Group has a standby loan facility that can be withdrawn upon request to fund its operations when needed.*

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**27. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

**c. Risiko likuiditas (lanjutan)**

Tabel dibawah ini menganalisa liabilitas keuangan Grup pada tanggal pelaporan berdasarkan kelompok jatuh temponya dari sisa tahun hingga tanggal jatuh tempo kontraktual. Jumlah yang diungkapkan dalam tabel ini adalah nilai arus kas kontraktual yang tidak terdiskonto termasuk estimasi pembayaran bunga.

|                                     | 2024                   |                             | Jumlah/<br>Total |                     |
|-------------------------------------|------------------------|-----------------------------|------------------|---------------------|
|                                     | < 1 tahun/<br>< 1 year | 1 – 5 tahun/<br>1 – 5 years |                  |                     |
| Utang usaha                         | 440,733                | -                           | 440,733          | Trade payables      |
| Liabilitas yang masih harus dibayar | 3,009,038              | -                           | 3,009,038        | Accrued liabilities |
| Pinjaman jangka pendek              | 157,543                | -                           | 157,543          | Short-term loans    |
| Utang lainnya                       | 99,286                 | -                           | 99,286           | Other payables      |
| Pinjaman jangka panjang             | 871                    | -                           | 871              | Long-term loans     |
| Liabilitas sewa                     | 41,631                 | 1,148                       | 42,779           | Lease liabilities   |
| <b>Jumlah</b>                       | <b>3,749,102</b>       | <b>1,148</b>                | <b>3,750,250</b> | <b>Total</b>        |

**27. FINANCIAL RISKS MANAGEMENT (continued)**

**c. Liquidity risk (continued)**

The table below analyses the Group's financial liabilities at the reporting date into relevant maturity groupings based on the remaining year to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows including estimated interest payments.

|                                     | 2023                   |                             | Jumlah/<br>Total |                     |
|-------------------------------------|------------------------|-----------------------------|------------------|---------------------|
|                                     | < 1 tahun/<br>< 1 year | 1 – 5 tahun/<br>1 – 5 years |                  |                     |
| Utang usaha                         | 865,041                | -                           | 865,041          | Trade payables      |
| Liabilitas yang masih harus dibayar | 1,640,575              | -                           | 1,640,575        | Accrued liabilities |
| Pinjaman jangka pendek              | 1,594,689              | -                           | 1,594,689        | Short-term loans    |
| Utang lainnya                       | 99,687                 | -                           | 99,687           | Other payables      |
| Pinjaman jangka panjang             | 2,479                  | 934                         | 3,413            | Long-term loans     |
| Liabilitas sewa                     | 50,783                 | 35,479                      | 86,262           | Lease liabilities   |
| <b>Jumlah</b>                       | <b>4,253,254</b>       | <b>36,413</b>               | <b>4,289,667</b> | <b>Total</b>        |

**d. Estimasi nilai wajar**

Nilai wajar aset dan liabilitas keuangan diestimasi untuk keperluan pengukuran dan pengukuran atau untuk keperluan pengungkapan.

Nilai wajar adalah suatu jumlah dimana suatu aset dapat dipertukarkan atau suatu liabilitas diselesaikan antara pihak yang memahami dan berkeinginan untuk melakukan transaksi wajar.

PSAK 113, "Pengukuran Nilai Wajar", mensyaratkan pengungkapan atas pengukuran nilai wajar dengan tingkat hirarki nilai wajar sebagai berikut:

- Harga dikutip (tidak disesuaikan) dalam pasar aktif untuk aset atau liabilitas yang identik (Tingkat 1).
- Input selain harga yang dikutip dari pasar yang termasuk dalam Tingkat 1 yang dapat diobservasi untuk aset atau liabilitas, baik secara langsung (misalnya harga) atau secara tidak langsung (misalnya turunan dari harga) (Tingkat 2).
- Input untuk aset atau liabilitas yang bukan berdasarkan data pasar yang dapat diobservasi (informasi yang tidak dapat diobservasi) (Tingkat 3).

Nilai tercatat dari aset dan liabilitas keuangan dengan jatuh tempo kurang dari satu tahun, termasuk kas dan setara kas, deposito berjangka, piutang usaha, piutang subsidi, piutang subsidi yang belum ditagihkan, aset keuangan lancar lainnya, utang usaha, beban akrual, utang lain-lain, utang sewa dan pinjaman bank diperkirakan mendekati nilai wajarnya karena bersifat jangka pendek.

**d. Fair value estimation**

The fair value of financial assets and liabilities is estimated for recognition and measurement or for disclosure purposes.

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable and willing parties in an arm's length transaction.

SFAS 113, "Fair Value Measurement", requires disclosure of fair value measurements through the following fair value measurement hierarchy:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (Level 1).
- Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (Level 2).
- Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs) (Level 3).

The carrying amount for financial assets and liabilities with maturities of less than one year, including cash and cash equivalents, time deposits, trade receivables, subsidy receivables, unbilled subsidy receivables, other current financial assets, trade payables, accrued expenses, other payables, lease liabilities and bank loans are considered to approximate their fair values due to their short-term maturity.

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**27. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

**e. Manajemen permodalan**

Dalam mengelola permodalannya, Grup senantiasa mempertahankan kelangsungan usaha serta memaksimalkan manfaat bagi pemegang saham dan pemangku kepentingan lainnya.

Grup secara aktif dan rutin menelaah dan mengelola permodalannya untuk memastikan struktur modal dan pengembalian yang optimal bagi pemegang saham, dengan mempertimbangkan efisiensi penggunaan modal berdasarkan arus kas operasi dan belanja modal, serta mempertimbangkan kebutuhan modal di masa yang akan datang.

Grup juga berusaha mempertahankan keseimbangan antara tingkat pinjaman dan posisi ekuitas untuk memastikan struktur modal dan pengembalian yang optimal. Tidak ada perubahan pada pendekatan Grup dalam mengelola permodalannya selama tahun berjalan.

**27. FINANCIAL RISKS MANAGEMENT (continued)**

**e. Capital management**

*In managing its capital, the Group safeguards its ability to continue as a going concern and to maximise benefits to the shareholders and other stakeholders.*

*The Group actively and regularly reviews and manages its capital to ensure the optimal capital structure and return to the shareholders, taking into consideration the efficiency of capital use based on operating cash flows and capital expenditure and also consideration of future capital needs.*

*The Group also seeks to maintain a balance between its level of borrowing and equity position in order to ensure the optimal capital structure and return. There were no changes in the Group's approach to capital management during the year.*

**28. INFORMASI ARUS KAS**

**a. Transaksi nonkas**

|                                                                                 | <u>2024</u> | <u>2023</u> |
|---------------------------------------------------------------------------------|-------------|-------------|
| Penambahan aset tetap melalui liabilitas sewa                                   | 40,431      | 114,377     |
| Penambahan aset tetap melalui liabilitas yang masih harus dibayar (Catatan 15a) | 306,856     | 76,880      |
| Penambahan aset tetap dari reklasifikasi melalui uang muka                      | 115,164     | 142,984     |

*Additional fixed assets through lease liabilities*  
*Additional fixed assets through accrued liabilities (Note 15a)*  
*Additional fixed assets from the reclassification through advances*

**b. Rekonsiliasi liabilitas yang timbul dari aktivitas pendanaan**

Tabel di bawah ini menunjukkan rekonsiliasi liabilitas yang timbul dari aktivitas pendanaan untuk tahun yang berakhir pada tanggal 31 Desember 2024 dan 2023, adalah sebagai berikut:

**28. CASH FLOWS INFORMATION**

**a. Non-cash transactions**

**b. Reconciliation of liabilities arising from financing activities**

*The table below presents a reconciliation of liabilities arising from the financing activities for the year ended 31 December 2024 and 2023:*

|                         |                                          |                                                                                                        |                                                                                                  | <u>Perubahan nonkas/<br/>Non-cash changes</u>                                                          |                                                                           |                                        |
|-------------------------|------------------------------------------|--------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|----------------------------------------|
|                         | <u>Saldo awal/<br/>Beginning balance</u> | <u>Arus kas diperoleh dari aktivitas pendanaan/<br/>Cash flows generated from financing activities</u> | <u>Arus kas digunakan untuk aktivitas pendanaan/<br/>Cash flows used in financing activities</u> | <u>Penyesuaian saldo awal berdasarkan PSAK 116/<br/>Adjustment beginning balance based on SFAS 116</u> | <u>Transaksi nonkas dan lainnya/<br/>Non-cash transactions and others</u> | <u>Saldo akhir/<br/>Ending balance</u> |
| <b>31 Desember 2024</b> |                                          |                                                                                                        |                                                                                                  |                                                                                                        |                                                                           | <b>31 December 2024</b>                |
| Pinjaman jangka pendek  | 1,593,951                                | 1,079,944                                                                                              | (2,516,603)                                                                                      | -                                                                                                      | -                                                                         | 157,292                                |
| Pinjaman jangka panjang | 3,025                                    | -                                                                                                      | (2,176)                                                                                          | -                                                                                                      | -                                                                         | 849                                    |
| Liabilitas sewa         | 77,122                                   | -                                                                                                      | (78,311)                                                                                         | -                                                                                                      | 40,431                                                                    | 39,242                                 |
| <b>31 Desember 2023</b> |                                          |                                                                                                        |                                                                                                  |                                                                                                        |                                                                           | <b>31 December 2023</b>                |
| Pinjaman jangka pendek  | 4,591                                    | 1,599,085                                                                                              | (9,725)                                                                                          | -                                                                                                      | -                                                                         | 1,593,951                              |
| Pinjaman jangka panjang | 3,025                                    | 1,813                                                                                                  | (1,813)                                                                                          | -                                                                                                      | -                                                                         | 3,025                                  |
| Liabilitas sewa         | 26,334                                   | -                                                                                                      | (63,589)                                                                                         | -                                                                                                      | 114,377                                                                   | 77,122                                 |
|                         |                                          |                                                                                                        |                                                                                                  |                                                                                                        |                                                                           | <i>Lease liabilities</i>               |

**PT PUPUK KALIMANTAN TIMUR  
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**Lampiran 5/76 Schedule**

**CATATAN ATAS LAPORAN KEUANGAN  
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**29. INFORMASI SEGMENT**

Untuk kepentingan pelaporan manajemen, Grup memiliki segmen operasi yang dilaporkan sebagai berikut:

**a. Pupuk dan amonia**

Segmen pupuk dan amonia yang mencakup kegiatan produksi, perdagangan dan jasa di bidang perpupukan dan amonia.

**b. Lainnya**

Segmen lainnya yang mencakup kegiatan usaha dalam bidang konstruksi, angkutan, pergudangan dan kegiatan terkait lainnya

Seluruh transaksi antar segmen telah dieliminasi. Grup mengevaluasi kinerja berdasarkan laba atau rugi sebelum beban pajak penghasilan.

Informasi menurut segmen adalah sebagai berikut:

**29. SEGMENT INFORMATION**

For management reporting purposes, the Group has the following reportable operating segments:

**a. Fertiliser and ammonia**

The fertiliser and ammonia segment which involve the production, trading and services of fertiliser and ammonia.

**b. Others**

The others segment which involve the construction service, transportation business activities, storage and other related activities.

All inter-segment transactions have been eliminated. The Group evaluates performance based on profit or loss before income tax.

Information concerning the segments is as follows:

|                                                                    | 2024                                              |                    |                           |                  |                                                           |
|--------------------------------------------------------------------|---------------------------------------------------|--------------------|---------------------------|------------------|-----------------------------------------------------------|
|                                                                    | Sebelum eliminasi/<br>Before elimination          |                    |                           |                  |                                                           |
|                                                                    | Pupuk dan<br>amonia/<br>Fertiliser<br>and ammonia | Lainnya/<br>Others | Eliminasi/<br>Elimination | Jumlah/<br>Total |                                                           |
| <b>PENDAPATAN</b>                                                  |                                                   |                    |                           |                  | <b>REVENUES</b>                                           |
| Pendapatan eksternal                                               | 24,565,680                                        | 391,096            | -                         | 24,956,776       | External revenue                                          |
| Pendapatan<br>antar segmen                                         | -                                                 | 278,399            | (278,399)                 | -                | Inter-segment<br>revenue                                  |
| Pendapatan bersih                                                  | 24,565,680                                        | 669,495            | (278,399)                 | 24,956,776       | Net revenue                                               |
| <b>LABA USAHA</b>                                                  |                                                   |                    |                           |                  | <b>OPERATING INCOME</b>                                   |
| Beban pokok<br>pendapatan                                          | (18,004,824)                                      | (675,406)          | 160,954                   | (18,519,276)     | Cost of revenues                                          |
| Beban penjualan                                                    | (533,579)                                         | (16,433)           | 74,367                    | (475,645)        | Selling expenses                                          |
| Beban umum dan<br>administrasi                                     | (1,042,578)                                       | (100,219)          | 43,966                    | (1,098,831)      | General and<br>administrative<br>expense                  |
| Pendapatan<br>keuangan                                             | 278,035                                           | 17,349             | -                         | 295,384          | Finance income                                            |
| Beban keuangan                                                     | (16,978)                                          | (2,478)            | 2,181                     | (17,275)         | Finance cost                                              |
| Bagian atas laba bersih<br>entitas asosiasi dan<br>ventura bersama | -                                                 | 108,458            | -                         | 108,458          | Share in net income of<br>associates and<br>joint venture |
| Pendapatan<br>lainnya, bersih                                      | 51,963                                            | 1,246              | (22,864)                  | 30,345           | Other income, net                                         |
| Laba sebelum pajak<br>penghasilan                                  | 5,297,719                                         | 2,012              | (19,795)                  | 5,279,936        | Profit before income tax                                  |
| Beban pajak<br>penghasilan                                         | (1,159,325)                                       | (7,000)            | -                         | (1,166,325)      | Income tax expenses                                       |
| Laba tahun berjalan                                                | 4,138,394                                         | (4,988)            | (19,795)                  | 4,113,611        | Profit for the year                                       |
| <b>LAPORAN POSISI<br/>KEUANGAN</b>                                 |                                                   |                    |                           |                  | <b>STATEMENTS OF<br/>FINANCIAL POSITION</b>               |
| Aset segmen                                                        | 37,868,772                                        | 234,281            | 7,820                     | 38,110,873       | Segment assets                                            |
| Liabilitas segmen                                                  | 5,191,955                                         | 33,152             | (121,082)                 | 5,104,025        | Segment liabilities                                       |
| Pengeluaran modal                                                  | 2,815,356                                         | 17,331             | -                         | 2,832,687        | Capital expenditure                                       |



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**Lampiran 5/77 Schedule**

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**29. INFORMASI SEGMENT (lanjutan)**

Informasi menurut segmen adalah sebagai berikut:  
(lanjutan)

**29. SEGMENT INFORMATION (continued)**

Information concerning the segments is as follows:  
(continued)

|                                                                    | <b>2023</b>                                                  |                            |                                   |                          |                                                           |
|--------------------------------------------------------------------|--------------------------------------------------------------|----------------------------|-----------------------------------|--------------------------|-----------------------------------------------------------|
|                                                                    | <b>Sebelum eliminasi/<br/>Before elimination</b>             |                            |                                   |                          |                                                           |
|                                                                    | <b>Pupuk dan<br/>amonial/<br/>Fertiliser<br/>and ammonia</b> | <b>Lainnya/<br/>Others</b> | <b>Eliminasi/<br/>Elimination</b> | <b>Jumlah/<br/>Total</b> |                                                           |
| <b>PENDAPATAN</b>                                                  |                                                              |                            |                                   |                          | <b>REVENUES</b>                                           |
| Pendapatan eksternal                                               | 22,860,505                                                   | 349,879                    | -                                 | 23,210,384               | External revenue                                          |
| Pendapatan<br>antar segmen                                         | -                                                            | 186,337                    | (186,337)                         | -                        | Inter-segment<br>revenue                                  |
| Pendapatan bersih                                                  | <u>22,860,505</u>                                            | <u>536,216</u>             | <u>(186,337)</u>                  | <u>23,210,384</u>        | Net revenue                                               |
| <b>LABA USAHA</b>                                                  |                                                              |                            |                                   |                          | <b>OPERATING INCOME</b>                                   |
| Beban pokok<br>pendapatan                                          | (15,865,163)                                                 | (314,604)                  | 75,077                            | (16,104,690)             | Cost of revenues                                          |
| Beban penjualan                                                    | (522,045)                                                    | (33,754)                   | 41,863                            | (513,936)                | Selling expenses                                          |
| Beban umum dan<br>administrasi                                     | (1,221,139)                                                  | (55,624)                   | 74,046                            | (1,202,717)              | General and<br>administrative<br>expense                  |
| Pendapatan<br>keuangan                                             | 324,002                                                      | 9,416                      | -                                 | 333,418                  | Finance income                                            |
| Beban keuangan                                                     | (44,243)                                                     | (568)                      | 3,246                             | (41,565)                 | Finance cost                                              |
| Bagian atas laba bersih<br>entitas asosiasi dan<br>ventura bersama | -                                                            | 78,048                     | (13,534)                          | 64,514                   | Share in net income of<br>associates and<br>joint venture |
| Pendapatan<br>lainnya, bersih                                      | <u>92,924</u>                                                | <u>410</u>                 | <u>(1,633)</u>                    | <u>91,701</u>            | Other income, net                                         |
| Laba sebelum pajak<br>penghasilan                                  | 5,624,841                                                    | 219,540                    | (7,272)                           | 5,837,109                | Profit before income tax                                  |
| Beban pajak<br>penghasilan                                         | <u>(1,224,873)</u>                                           | <u>(47,869)</u>            | <u>-</u>                          | <u>(1,272,742)</u>       | Income tax expenses                                       |
| Laba tahun berjalan                                                | <u>4,399,968</u>                                             | <u>171,671</u>             | <u>(7,272)</u>                    | <u>4,564,367</u>         | Profit for the year                                       |
| <b>LAPORAN POSISI<br/>KEUANGAN</b>                                 |                                                              |                            |                                   |                          | <b>STATEMENTS OF<br/>FINANCIAL POSITION</b>               |
| Aset segmen                                                        | 36,516,521                                                   | 1,424,735                  | (21,289)                          | 37,919,967               | Segment assets                                            |
| Liabilitas segmen                                                  | 7,518,529                                                    | 293,344                    | (93,574)                          | 7,718,299                | Segment liabilities                                       |
| Pengeluaran modal                                                  | 2,100,126                                                    | 81,939                     | -                                 | 2,182,065                | Capital expenditure                                       |

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**Lampiran 5/78 Schedule**

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**29. INFORMASI SEGMENT (lanjutan)**

Rincian pendapatan segmen adalah sebagai berikut:

**29. SEGMENT INFORMATION (continued)**

The details of the segment revenue is as follows:

|                 | <u>2024</u>              | <u>2023</u>              |              |
|-----------------|--------------------------|--------------------------|--------------|
| Domestik        | 16,883,433               | 13,735,629               | Domestic     |
| Luar Negeri:    |                          |                          | Overseas:    |
| Australia       | 2,912,451                | 1,151,889                | Australia    |
| Filipina        | 1,301,449                | 675,472                  | Philippines  |
| Korea Selatan   | 824,758                  | 681,174                  | South Korea  |
| Jepang          | 597,393                  | 655,158                  | Japan        |
| Vietnam         | 548,135                  | 848,420                  | Vietnam      |
| India           | 536,910                  | 1,048,727                | India        |
| Thailand        | 295,383                  | 393,885                  | Thailand     |
| Colombia        | 267,283                  | -                        | Tunisia      |
| China           | 257,790                  | 1,174,843                | China        |
| Taiwan          | 228,434                  | 430,726                  | Taiwan       |
| Belgia          | 119,915                  | -                        | Belgium      |
| Guatemala       | 100,132                  | -                        | Guatemala    |
| Malaysia        | 33,468                   | 43,537                   | Malaysia     |
| Kamboja         | 23,287                   | -                        | Netherlands  |
| Nikaragua       | 21,612                   | -                        | South Africa |
| Singapura       | 4,943                    | 66,149                   | Singapore    |
| Meksiko         | -                        | 688,630                  | Mexico       |
| Chile           | -                        | 406,500                  | Chile        |
| Amerika Serikat | -                        | 285,860                  | USA          |
| Maroko          | -                        | 260,793                  | Morocco      |
| Brazil          | -                        | 227,647                  | Brazil       |
| Myanmar         | -                        | 195,891                  | Myanmar      |
| Uruguay         | -                        | 183,523                  | Uruguay      |
| Argentina       | -                        | 55,931                   | Argentina    |
| <b>Jumlah</b>   | <u><b>24,956,776</b></u> | <u><b>23,210,384</b></u> | <b>Total</b> |

**30. LABA PER SAHAM**

**30. EARNINGS PER SHARE**

|                                                                                         | <u>2024</u>       | <u>2023</u>       |                                                                                  |
|-----------------------------------------------------------------------------------------|-------------------|-------------------|----------------------------------------------------------------------------------|
| Laba konsolidasian tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk | 4,102,035         | 4,558,421         | Consolidated profit for the year attributable to the owners of the parent entity |
| Rata-rata tertimbang jumlah saham biasa yang beredar (dalam ribuan lembar saham)        | <u>17,600,000</u> | <u>17,600,000</u> | Weighted average number of ordinary shares outstanding (in thousands of shares)  |
| <b>Laba bersih per saham dasar dan dilusian (nilai penuh)</b>                           | <u><b>233</b></u> | <u><b>259</b></u> | <b>Earnings per share basic and diluted (full amount)</b>                        |

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**Lampiran 5/79 Schedule**

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**31. ASET DAN LIABILITAS MONETER DALAM MATA  
UANG ASING**

Aset dan liabilitas moneter Grup dalam mata uang asing  
adalah sebagai berikut:

**31. MONETARY ASSETS AND LIABILITIES  
DENOMINATED IN FOREIGN CURRENCIES**

The Group's monetary assets and liabilities denominated  
in foreign currencies are as follows:

| 2024                                   |                  |                  |                   |                    |                  |                                        |
|----------------------------------------|------------------|------------------|-------------------|--------------------|------------------|----------------------------------------|
|                                        | EUR<br>16,851.32 | SGD<br>11,919.34 | JPY<br>102.36     | USD<br>16,162.00   | AUD<br>10,081.88 | Setara Rupiah/<br>Rupiah<br>equivalent |
| <b>Aset moneter</b>                    |                  |                  |                   |                    |                  | <b>Monetary assets</b>                 |
| Kas dan setara kas                     | -                | -                | -                 | 49,385,843         | -                | 798,174                                |
| Piutang usaha                          | -                | -                | -                 | 20,322,052         | -                | 328,445                                |
| Aset keuangan lainnya                  | -                | -                | -                 | 112,000,000        | -                | 1,810,144                              |
| <b>Jumlah aset</b>                     | -                | -                | -                 | <b>181,707,895</b> | -                | <b>2,936,763</b>                       |
| <b>Liabilitas moneter</b>              |                  |                  |                   |                    |                  | <b>Monetary liabilities</b>            |
| Utang usaha                            | 39,455           | -                | -                 | 2,517,460          | -                | 41,352                                 |
| Liabilitas yang masih<br>harus dibayar | 397,311          | 542              | 10,569,091        | 117,268,966        | -                | 1,903,085                              |
| Utang lainnya                          | -                | -                | -                 | 297,502            | -                | 4,808                                  |
| <b>Jumlah liabilitas</b>               | <b>436,766</b>   | <b>542</b>       | <b>10,569,091</b> | <b>120,083,928</b> | -                | <b>1,949,245</b>                       |
| <b>Aset moneter - bersih</b>           |                  |                  |                   |                    |                  | <b>987,518</b>                         |
| 2023                                   |                  |                  |                   |                    |                  | <b>Monetary assets - net</b>           |
|                                        | EUR<br>17,139.52 | SGD<br>11,711.64 | JPY<br>109.55     | USD<br>15,416.00   | AUD<br>10,565.38 | Setara Rupiah/<br>Rupiah<br>equivalent |
| <b>Aset moneter</b>                    |                  |                  |                   |                    |                  | <b>Monetary assets</b>                 |
| Kas dan setara kas                     | -                | -                | -                 | 139,874,294        | -                | 2,156,302                              |
| Piutang usaha                          | -                | -                | -                 | 41,259,990         | -                | 636,064                                |
| <b>Jumlah aset</b>                     | -                | -                | -                 | <b>181,134,284</b> | -                | <b>2,792,366</b>                       |
| <b>Liabilitas moneter</b>              |                  |                  |                   |                    |                  | <b>Monetary liabilities</b>            |
| Utang usaha                            | 9,371            | -                | -                 | 27,128,007         | -                | 418,366                                |
| Liabilitas yang masih<br>harus dibayar | 60,407           | 298              | 6,015,000         | 41,122,266         | 101,404          | 636,710                                |
| Pinjaman jangka pendek                 | -                | -                | -                 | 103,232,363        | -                | 1,591,431                              |
| Provisi                                | -                | -                | -                 | 109,750,066        | -                | 1,691,907                              |
| <b>Jumlah liabilitas</b>               | <b>69,778</b>    | <b>298</b>       | <b>6,015,000</b>  | <b>281,232,702</b> | <b>101,404</b>   | <b>4,338,414</b>                       |
| <b>Liabilitas moneter - bersih</b>     |                  |                  |                   |                    |                  | <b>(1,546,048)</b>                     |

Aset dan liabilitas moneter di atas dijabarkan  
menggunakan kurs penutupan Bank Indonesia tanggal 31  
Desember 2024 dan 2023.

Apabila aset dan liabilitas dalam mata uang asing pada  
tanggal 31 Desember 2024 dijabarkan dengan  
menggunakan kurs yang berlaku pada tanggal penerbitan  
laporan keuangan konsolidasian, liabilitas moneter bersih  
akan turun sekitar Rp18.173.

Monetary assets and liabilities mentioned above are  
translated using the Bank Indonesia closing rate as at  
31 December 2024 and 2023.

If assets and liabilities in foreign currencies as at 31  
December 2024 are translated using the exchange rate as  
at the issuance date of the consolidated financial  
statements, the net monetary liabilities will decrease by  
approximately Rp18,173.

**32. TANGGUNG JAWAB DAN OTORISASI PENERBITAN  
LAPORAN KEUANGAN**

Manajemen Perusahaan bertanggung jawab atas  
penyusunan dan penyajian laporan keuangan  
konsolidasian yang diotorisasi untuk terbit pada tanggal  
7 Mei 2025.

**32. RESPONSIBILITY AND AUTHORISATION FOR  
ISSUANCE OF THE FINANCIAL STATEMENTS**

Management of the Company is responsible for the  
preparation and presentation of the consolidated financial  
statements that were authorised to be published on 7 May  
2025.

**33. INFORMASI KEUANGAN TAMBAHAN**

Informasi keuangan tambahan pada Lampiran 6/1 sampai  
dengan Lampiran 6/5 adalah informasi keuangan PT  
Pupuk Kalimantan Timur (entitas induk saja) untuk tahun  
yang berakhir pada 31 Desember 2024 dan 2023 yang  
menyajikan investasi Perusahaan pada entitas anak  
berdasarkan metode biaya dan bukan dengan metode  
konsolidasi serta investasi Perusahaan pada entitas  
pengendalian bersama dan entitas asosiasi dihitung  
berdasarkan metode biaya dan bukan dengan metode  
ekuitas.

**33. SUPPLEMENTARY FINANCIAL INFORMATION**

The supplementary financial information on Schedule 6/1  
to Schedule 6/5 represents the financial information of PT  
Pupuk Kalimantan Timur (parent entity only) for the years  
ended 31 December 2024 and 2023. This presents the  
Company's investments in subsidiaries under the cost  
method, as opposed to the consolidation method and  
investments in jointly controlled entities and associates  
accounted under the cost method, as opposed to the  
equity method.

**INFORMASI TAMBAHAN/SUPPLEMENTARY INFORMATION**  
**PT PUPUK KALIMANTAN TIMUR**  
**INDUK PERUSAHAAN SAJA/PARENT ENTITY ONLY**

**Lampiran 6/1 Schedule**

**LAPORAN POSISI KEUANGAN**  
**31 DESEMBER 2024**

(Dinyatakan dalam jutaan Rupiah,  
kecuali dinyatakan lain)

**STATEMENT OF FINANCIAL POSITION**  
**AS AT 31 DECEMBER 2024**

(Expressed in millions of Rupiah,  
unless otherwise stated)

|                                       | <u>2024</u>              | <u>2023</u>              |                                 |
|---------------------------------------|--------------------------|--------------------------|---------------------------------|
| <b>ASET</b>                           |                          |                          | <b>ASSETS</b>                   |
| <b>ASET LANCAR</b>                    |                          |                          | <b>CURRENT ASSETS</b>           |
| Kas dan setara kas                    | 2,677,901                | 2,915,472                | Cash and cash equivalents       |
| Piutang usaha                         |                          |                          | Trade receivables               |
| - Pihak ketiga                        | 675,280                  | 1,001,991                | Third parties -                 |
| - Pihak berelasi                      | 274,575                  | 109,063                  | Related parties -               |
| Piutang subsidi dari                  |                          |                          | Subsidy receivables             |
| Pemerintah Republik Indonesia         | 14,694                   | 879,026                  | from the Government             |
| Piutang subsidi yang belum ditagih    | 141,916                  | 89,928                   | of the Republic of Indonesia    |
| Piutang lain-lain                     |                          |                          | Unbilled subsidy receivables    |
| - Pihak ketiga                        | 4,028                    | 5,198                    | Other receivables               |
| - Pihak berelasi                      | 13,075                   | 34,493                   | Third parties -                 |
| Persediaan                            | 3,725,398                | 5,099,714                | Related parties -               |
| Pajak dibayar di muka                 |                          |                          | Inventories                     |
| - Pajak penghasilan badan             | 148,371                  | 183,650                  | Prepaid taxes                   |
| - Pajak lain-lain                     | 33,052                   | 1,308                    | Corporate Income Tax -          |
| Uang muka dan beban dibayar di muka   | 21,206                   | 61,710                   | Other taxes -                   |
| Aset keuangan lainnya                 | 5,550,516                | 3,948,188                | Advances and prepayments        |
|                                       |                          |                          | Other financial assets          |
| <b>Jumlah aset lancar</b>             | <b><u>13,280,012</u></b> | <b><u>14,329,741</u></b> | <b>Total current assets</b>     |
| <b>ASET TIDAK LANCAR</b>              |                          |                          | <b>NON-CURRENT ASSETS</b>       |
| Investasi pada entitas anak, asosiasi |                          |                          | Investment in subsidiaries,     |
| dan ventura bersama                   | 383,237                  | 383,237                  | associates and joint ventures   |
| Pajak dibayar di muka                 |                          |                          | Prepaid taxes                   |
| - Pajak penghasilan badan             | 29,966                   | -                        | Corporate Income Tax -          |
| Aset tetap                            | 22,774,807               | 21,645,042               | Fixed assets                    |
| Uang muka dan beban dibayar di muka   | 119,830                  | 189,788                  | Advances and prepayments        |
| Aset tidak lancar lainnya             | 159,073                  | 173,619                  | Other non-current assets        |
| <b>Jumlah aset tidak lancar</b>       | <b><u>23,466,913</u></b> | <b><u>22,391,686</u></b> | <b>Total non-current assets</b> |
| <b>JUMLAH ASET</b>                    | <b><u>36,746,925</u></b> | <b><u>36,721,427</u></b> | <b>TOTAL ASSETS</b>             |

**INFORMASI TAMBAHAN/SUPPLEMENTARY INFORMATION**  
**PT PUPUK KALIMANTAN TIMUR**  
**INDUK PERUSAHAAN SAJA/PARENT ENTITY ONLY**

**Lampiran 6/2 Schedule**

**LAPORAN POSISI KEUANGAN**  
**31 DESEMBER 2024**

(Dinyatakan dalam jutaan Rupiah,  
kecuali dinyatakan lain)

**STATEMENT OF FINANCIAL POSITION**  
**AS AT 31 DECEMBER 2024**

(Expressed in millions of Rupiah,  
unless otherwise stated)

|                                         | <u>2024</u>              | <u>2023</u>              |                                        |
|-----------------------------------------|--------------------------|--------------------------|----------------------------------------|
| <b>LIABILITAS</b>                       |                          |                          | <b>LIABILITIES</b>                     |
| <b>LIABILITAS JANGKA PENDEK</b>         |                          |                          | <b>CURRENT LIABILITIES</b>             |
| Utang usaha                             |                          |                          | Trade payables                         |
| - Pihak ketiga                          | 363,987                  | 432,860                  | Third parties -                        |
| - Pihak berelasi                        | 84,886                   | 440,984                  | Related parties -                      |
| Pinjaman jangka pendek                  | 150,000                  | 1,591,430                | Subsidy payables to                    |
| Liabilitas yang masih harus dibayar     | 3,006,035                | 1,625,922                | Short-term loans                       |
| Provisi                                 |                          | 1,691,907                | Accrued liabilities                    |
| Liabilitas imbalan kerja                |                          |                          | Provision                              |
| jangka pendek                           | 379,896                  | 851,482                  | Short-term employee benefits           |
| Utang pajak                             |                          |                          | liabilities                            |
| - Pajak penghasilan badan               | 103,977                  | 31,587                   | Taxes payable                          |
| - Pajak lain-lain                       | 58,364                   | 96,368                   | Corporate income tax -                 |
| Pendapatan diterima di muka             | 195,654                  | 185,111                  | Other taxes -                          |
| Utang lainnya                           |                          |                          | Unearned revenues                      |
| - Pihak ketiga                          | 91,902                   | 95,849                   | Other payables                         |
| - Pihak berelasi                        | 6,702                    | 6,594                    | Third parties -                        |
| Liabilitas imbalan pascakerja           | 44,653                   | 96,831                   | Related parties -                      |
| Bagian lancar atas:                     |                          |                          | Post-employment benefits liabilities   |
| - Liabilitas sewa                       | 56,048                   | 74,504                   | Current portion of:                    |
|                                         |                          |                          | Lease liabilities -                    |
| <b>Jumlah liabilitas jangka pendek</b>  | <b><u>4,542,104</u></b>  | <b><u>7,221,429</u></b>  | <b>Total current liabilities</b>       |
| <b>LIABILITAS JANGKA PANJANG</b>        |                          |                          | <b>NON-CURRENT LIABILITIES</b>         |
| Liabilitas jangka panjang setelah       |                          |                          | Non-current liabilities, net of        |
| dikurangi bagian yang akan              |                          |                          | current maturities:                    |
| jatuh tempo dalam satu tahun:           |                          |                          | Lease liabilities -                    |
| - Liabilitas sewa                       | 30,422                   | 52,557                   | Long-term employee benefit liabilities |
| Liabilitas imbalan kerja jangka panjang | 24,004                   | -                        | Post-employment benefits liabilities   |
| Liabilitas imbalan pascakerja           | 260,863                  | 247,942                  | Deferred tax liabilities               |
| Liabilitas pajak tangguhan              | 229,845                  | 181,704                  | Long-term provisions                   |
| Provisi jangka panjang                  | 141                      | 9,860                    |                                        |
| <b>Jumlah liabilitas jangka panjang</b> | <b><u>545,275</u></b>    | <b><u>492,063</u></b>    | <b>Total non-current liabilities</b>   |
| <b>JUMLAH LIABILITAS</b>                | <b><u>5,087,379</u></b>  | <b><u>7,713,492</u></b>  | <b>TOTAL LIABILITIES</b>               |
| <b>EKUITAS</b>                          |                          |                          | <b>EQUITY</b>                          |
| Modal saham – modal dasar               |                          |                          | Share capital – authorised             |
| 27.315.583.352 lembar;                  |                          |                          | 27,315,583,352 shares,                 |
| ditempatkan dan disetor                 |                          |                          | issued and fully paid                  |
| penuh 17.600.000.000 lembar;            |                          |                          | 17,600,000,000 shares;                 |
| dengan nominal Rp500 (nilai             |                          |                          | at par value of Rp500                  |
| penuh) per lembar saham                 | 8,800,000                | 8,800,000                | (full amount) per share                |
| Penghasilan komprehensif lain           | 9,461,130                | 9,463,526                | Other comprehensive income             |
| Saldo laba:                             |                          |                          | Retained earnings:                     |
| Ditentukan penggunaannya                | 10,857,584               | 7,603,722                | Appropriated                           |
| Belum ditentukan penggunaannya          | 2,540,832                | 3,140,687                | Unappropriated                         |
| <b>JUMLAH EKUITAS</b>                   | <b><u>31,659,546</u></b> | <b><u>29,007,935</u></b> | <b>TOTAL EQUITY</b>                    |
| <b>JUMLAH LIABILITAS DAN EKUITAS</b>    | <b><u>36,746,925</u></b> | <b><u>36,721,427</u></b> | <b>TOTAL LIABILITIES AND EQUITY</b>    |



**INFORMASI TAMBAHAN/SUPPLEMENTARY INFORMATION**  
**PT PUPUK KALIMANTAN TIMUR**  
**INDUK PERUSAHAAN SAJA/PARENT ENTITY ONLY**

**Lampiran 6/3 Schedule**

**LAPORAN LABA RUGI DAN PENGHASILAN**  
**KOMPREHENSIF LAIN**  
**UNTUK TAHUN YANG BERAKHIR**  
**31 DESEMBER 2024**

(Dinyatakan dalam jutaan Rupiah,  
kecuali dinyatakan lain)

**STATEMENT OF PROFIT OR LOSS AND**  
**OTHER COMPREHENSIVE INCOME**  
**FOR THE YEAR ENDED**  
**31 DECEMBER 2024**

(Expressed in millions Rupiah,  
unless otherwise stated)

|                                                                                | <u>2024</u>             | <u>2023</u>             |                                                                        |
|--------------------------------------------------------------------------------|-------------------------|-------------------------|------------------------------------------------------------------------|
| Pendapatan                                                                     | 24,731,084              | 23,013,739              | Revenues                                                               |
| Beban pokok pendapatan                                                         | <u>(18,294,324)</u>     | <u>(15,894,082)</u>     | Cost of revenues                                                       |
| <b>Laba kotor</b>                                                              | <b><u>6,436,760</u></b> | <b><u>7,119,657</u></b> | <b>Gross profit</b>                                                    |
| Beban penjualan                                                                | (539,806)               | (544,453)               | Selling expenses                                                       |
| Beban umum dan administrasi                                                    | (1,100,742)             | (1,231,908)             | General and administrative expenses                                    |
| Pendapatan keuangan                                                            | 279,561                 | 325,783                 | Finance income                                                         |
| Beban keuangan                                                                 | (17,162)                | (44,392)                | Finance costs                                                          |
| Penghasilan lain-lain, bersih                                                  | <u>53,507</u>           | <u>94,619</u>           | Others income, net                                                     |
| <b>Laba sebelum pajak penghasilan</b>                                          | <b><u>5,112,118</u></b> | <b><u>5,719,306</u></b> | <b>Profit before income tax</b>                                        |
| Beban pajak penghasilan                                                        | <u>(1,153,566)</u>      | <u>(1,263,387)</u>      | Income tax expenses                                                    |
| <b>Laba tahun berjalan</b>                                                     | <b><u>3,958,552</u></b> | <b><u>4,455,919</u></b> | <b>Profit for the year</b>                                             |
| <b>Penghasilan komprehensif lain</b>                                           |                         |                         | <b>Other comprehensive income</b>                                      |
| Pos-pos yang tidak akan direklasifikasi ke laba rugi:                          |                         |                         | Items that will not be reclassified to profit or loss:                 |
| Pengukuran kembali imbalan pascakerja                                          | 1,557                   | (24,852)                | Remeasurement of post-employment benefits                              |
| Pajak penghasilan terkait                                                      | (343)                   | 5,467                   | Related income tax                                                     |
| Pos-pos yang akan direklasifikasi ke laba rugi:                                |                         |                         | Items that will be reclassified to profit or loss:                     |
| Bagian penghasilan komprehensif lain dari entitas asosiasi dan ventura bersama | <u>(3,610)</u>          | <u>475</u>              | Share of other comprehensive income from associates and joint ventures |
| <b>Kerugian komprehensif lain tahun berjalan, setelah pajak</b>                | <b><u>(2,396)</u></b>   | <b><u>(18,910)</u></b>  | <b>Other comprehensive loss for the year, net of tax</b>               |
| <b>Jumlah penghasilan komprehensif tahun berjalan</b>                          | <b><u>3,956,156</u></b> | <b><u>4,437,009</u></b> | <b>Total comprehensive income for the year</b>                         |

**INFORMASI TAMBAHAN/SUPPLEMENTARY INFORMATION**  
**PT PUPUK KALIMANTAN TIMUR**  
**INDUK PERUSAHAAN SAJA/PARENT ENTITY ONLY**

Lampiran 6/4 Schedule

**LAPORAN PERUBAHAN EKUITAS  
UNTUK TAHUN YANG BERAKHIR  
31 DESEMBER 2024**  
(Dinyatakan dalam jutaan Rupiah,  
kecuali dinyatakan lain)

**STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED  
31 DECEMBER 2024**  
(Expressed in millions Rupiah,  
unless otherwise stated)

|                                                                                                                          | Modal saham/<br>Share capital                | Saldo laba/Retained earnings                            | Penghasilan<br>komprehensif<br>lain/Other<br>comprehensive<br>income | Jumlah ekuitas/<br>Total equity |                                                                                                          |
|--------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|---------------------------------------------------------|----------------------------------------------------------------------|---------------------------------|----------------------------------------------------------------------------------------------------------|
|                                                                                                                          | Ditentukan<br>penggunaannya/<br>Appropriated | Belum<br>ditentukan<br>penggunaannya/<br>Unappropriated |                                                                      |                                 |                                                                                                          |
| <b>Saldo per 1 Januari 2023</b>                                                                                          | <b>8,800,000</b>                             | <b>1,760,001</b>                                        | <b>9,482,436</b>                                                     | <b>33,320,926</b>               | <b>Balance as at 1 January 2023</b>                                                                      |
| Laba tahun berjalan                                                                                                      | -                                            | -                                                       | -                                                                    | 4,455,919                       | Profit for the year                                                                                      |
| Dividen                                                                                                                  | -                                            | -                                                       | -                                                                    | (8,750,000)                     | Dividends                                                                                                |
| Cadangan umum                                                                                                            | -                                            | 5,843,721                                               | -                                                                    | -                               | General reserves                                                                                         |
| Penghasilan komprehensif<br>setelah pajak:                                                                               |                                              |                                                         |                                                                      |                                 | Other comprehensive<br>income, net of tax:                                                               |
| Perubahan nilai wajar dari<br>investasi ekuitas yang diukur<br>pada nilai wajar melalui<br>penghasilan komprehensif lain | -                                            | -                                                       | -                                                                    | -                               | Changes in the fair value<br>of equity investment<br>at fair value through<br>other comprehensive income |
| Pengukuran kembali<br>imbalan pascakerja                                                                                 | -                                            | -                                                       | 475                                                                  | 475                             | Remeasurement of<br>post-employment benefits                                                             |
| <b>Saldo per 31 Desember 2023</b>                                                                                        | <b>8,800,000</b>                             | <b>7,603,722</b>                                        | <b>9,463,526</b>                                                     | <b>29,007,935</b>               | <b>Balance as at 31 December 2023</b>                                                                    |
| Laba tahun berjalan                                                                                                      | -                                            | -                                                       | -                                                                    | 3,958,552                       | Profit for the year                                                                                      |
| Dividen                                                                                                                  | -                                            | -                                                       | -                                                                    | (1,304,545)                     | Dividends                                                                                                |
| Cadangan umum                                                                                                            | -                                            | 3,253,862                                               | -                                                                    | -                               | General reserves                                                                                         |
| Penghasilan komprehensif<br>setelah pajak:                                                                               |                                              |                                                         |                                                                      |                                 | Other comprehensive<br>income, net of tax:                                                               |
| Perubahan nilai wajar dari<br>investasi ekuitas yang diukur<br>pada nilai wajar melalui<br>penghasilan komprehensif lain | -                                            | -                                                       | (3,610)                                                              | (3,610)                         | Changes in the fair value<br>of equity investment<br>at fair value through<br>other comprehensive income |
| Pengukuran kembali<br>imbalan pascakerja                                                                                 | -                                            | -                                                       | 1,214                                                                | 1,214                           | Remeasurement of<br>post-employment benefits                                                             |
| <b>Saldo per 31 Desember 2024</b>                                                                                        | <b>8,800,000</b>                             | <b>10,857,584</b>                                       | <b>9,461,130</b>                                                     | <b>31,659,546</b>               | <b>Balance as at 31 December 2024</b>                                                                    |

**INFORMASI TAMBAHAN/SUPPLEMENTARY INFORMATION**  
**PT PUPUK KALIMANTAN TIMUR**  
**INDUK PERUSAHAAN SAJA/PARENT ENTITY ONLY**

**Lampiran 6/5 Schedule**

**LAPORAN ARUS KAS**  
**UNTUK TAHUN YANG BERAKHIR**  
**31 DESEMBER 2024**

(Dinyatakan dalam jutaan Rupiah,  
kecuali dinyatakan lain)

**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED**  
**31 DECEMBER 2024**

(Expressed in millions Rupiah,  
unless otherwise stated)

|                                                            | <u>2024</u>               | <u>2023</u>                |                                                           |
|------------------------------------------------------------|---------------------------|----------------------------|-----------------------------------------------------------|
| <b>Arus kas dari aktivitas operasi</b>                     |                           |                            | <b>Cash flows from operating activities</b>               |
| Penerimaan dari pelanggan                                  | 20,129,736                | 19,598,478                 | Receipts from customers                                   |
| Penerimaan subsidi dari Pemerintah                         | 5,498,516                 | 2,737,095                  | Subsidy receipts from the Government                      |
| Penerimaan pendapatan keuangan                             | 279,561                   | 325,783                    | Receipts from finance income                              |
| Pembayaran kepada pemasok                                  | (16,565,840)              | (14,019,341)               | Payments to suppliers                                     |
| Pembayaran pajak penghasilan badan                         | (1,088,997)               | (4,240,925)                | Payments of corporate income tax                          |
| Pembayaran biaya karyawan                                  | (1,419,798)               | (1,961,564)                | Payments of employees costs                               |
| Pembayaran biaya keuangan                                  | (46,039)                  | (15,515)                   | Payments of finance costs                                 |
| <b>Arus kas bersih diperoleh dari aktivitas operasi</b>    | <b><u>6.787,139</u></b>   | <b><u>2.424,011</u></b>    | <b>Net cash flows provided from operating activities</b>  |
| <b>Arus kas dari aktivitas investasi</b>                   |                           |                            | <b>Cash flows from investing activities</b>               |
| Pembelian aset tetap dan properti investasi                | (2,428,018)               | (2,058,188)                | Purchases of fixed assets and investment properties       |
| Pembayaran uang muka untuk pembelian aset tetap            | (45,204)                  | (143,414)                  | Payments of advances for purchases of fixed assets        |
| Penerimaan dividen                                         | 24,441                    | -                          | Dividend receipts                                         |
| Pencairan aset keuangan lancar lainnya                     | 2,596,127                 | -                          | Withdrawal of other current financial assets              |
| Penempatan aset keuangan lancar lainnya                    | (4,373,819)               | (3,500,000)                | Deposit of other current financial assets                 |
| Pelunasan pinjaman kepada pihak berelasi                   | 15,886                    | -                          | Proceeds from loan to related party                       |
| Pinjaman kepada pihak berelasi                             | -                         | (26,500)                   | Loans to related party                                    |
| <b>Arus kas bersih digunakan untuk aktivitas investasi</b> | <b><u>(4.210,587)</u></b> | <b><u>(5.728,102)</u></b>  | <b>Net cash flows used in investing activities</b>        |
| <b>Arus kas dari aktivitas pendanaan</b>                   |                           |                            | <b>Cash flows from financing activities</b>               |
| Penerimaan pinjaman jangka pendek                          | 1,056,970                 | 1,591,430                  | Proceeds from short-term loans                            |
| Pembayaran pinjaman jangka pendek                          | (2,498,400)               | -                          | Repayments of short-term loans                            |
| Pembayaran liabilitas sewa                                 | (87,747)                  | (83,797)                   | Payments of lease liabilities                             |
| Pembayaran dividen                                         | (1,304,545)               | (8,750,000)                | Dividends paid                                            |
| <b>Arus kas bersih digunakan untuk aktivitas pendanaan</b> | <b><u>(2,833,722)</u></b> | <b><u>(7,242,367)</u></b>  | <b>Net cash flows used in financing activities</b>        |
| <b>Penurunan bersih kas dan setara kas</b>                 | <b><u>(257,170)</u></b>   | <b><u>(10,546,458)</u></b> | <b>Net decrease in cash and cash equivalents</b>          |
| <b>Kas dan setara kas pada awal tahun</b>                  | <b><u>2,915,472</u></b>   | <b><u>13,760,783</u></b>   | <b>Cash and cash equivalents at beginning of the year</b> |
| Pengaruh perubahan kurs mata uang asing                    | 19,599                    | (298,853)                  | Effect of foreign exchange rate changes                   |
| <b>Kas dan setara kas pada akhir tahun</b>                 | <b><u>2,677,901</u></b>   | <b><u>2,915,472</u></b>    | <b>Cash and cash equivalents at end of the year</b>       |



# 2024

LAPORAN TAHUNAN  
ANNUAL REPORT

## Menginspirasi Generasi, Menciptakan Peluang

Inspiring Generations, Creating Opportunities

**PUPUK**  **KALTIM**

### KANTOR PUSAT DAN PUSAT PRODUKSI

#### Head Office and Production Center

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### KANTOR INDUK PERUSAHAAN

#### Office of Holding Company

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