TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE

06




PERTAMINA

TATA KELOLA PERUSAHAAN
GOOD CORPORATE GOVERNANCE

Di tengah dinamika industri energi, perubahan regulasi, serta tuntutan keberlanjutan yang semakin kompleks, Tata Kelola Perusahaan yang Baik atau *Good Corporate Governance* (GCG) berperan penting dalam menjaga konsistensi arah Perseroan sekaligus mengelola risiko dan peluang usaha secara seimbang. Penerapan GCG juga menjadi dasar bagi PGN dalam membangun kepercayaan pemangku kepentingan dan menjaga keberlangsungan usaha secara berkelanjutan.

Amidst the dynamics of the energy industry, changes in regulation, and an increasingly complex sustainability demand, Good Corporate Governance (GCG) plays a pivotal role in maintaining the Company's consistent direction while implementing risk management and managing business opportunities in a balanced manner. The GCG implementation also serves as a benchmark for PGN in building stakeholder trust and maintaining sustainable business continuity.

PENERAPAN GCG PGN
IMPLEMENTATION OF GCG

Penerapan prinsip-prinsip GCG di PGN diwujudkan melalui penguatan struktur, mekanisme, dan kebijakan tata kelola yang dijalankan secara konsisten di seluruh tingkat organisasi. Praktik tata kelola atau governansi diintegrasikan ke dalam proses bisnis, hingga pengambilan keputusan yang strategis.

Komitmen ini diinternalisasikan menjadi budaya kerja yang wajib dijalankan oleh Dewan Komisaris, Direksi, jajaran manajemen, hingga seluruh Perwira Subholding Gas, guna memastikan tata kelola perusahaan berjalan berkesinambungan.

PGN juga telah memiliki Pedoman Tata Kelola, yang selengkapnya dapat dilihat pada situs web PGN https://pgn.co.id/tata-kelola.

The implementation of GCG principles is materialized through strengthened governance structure, mechanism, and policies consistently carried out at all levels of the organization. The practice of governance is incorporated into business processes, including strategic decision-making.

This commitment is internalized into a work culture mandatory for the Board of Commissioners, the Board of Directors, management, and all Gas Subholding Employees, ensuring the sustainable implementation of GCG.

PGN has also established Governance Guidelines, which is available on the PGN website at https://pgn.co.id/tata-kelola.

PRINSIP GCG

Seluruh proses kegiatan usaha Perseroan dilaksanakan berdasarkan implementasi prinsip-prinsip GCG sebagai berikut:

GCG PRINCIPLES

All of the Company's business activities are carried out based on the implementation of the GCG principles, as follows:

Transparansi
Transparency

Merupakan hak pemegang saham atas informasi Perusahaan yang benar dan tepat, ikut dalam pengambilan putusan mengenai perubahan mendasar Perusahaan, dan hak atas keuntungan Perusahaan. Dapat diartikan juga keterbukaan informasi dalam proses pengambilan putusan maupun pengungkapan informasi tentang Perusahaan.

Shareholders are entitled to obtain correct and appropriate information regarding the Company and participate in the decision-making process concerning basic changes to the Company and rights to its profits. It is also interpreted as information transparency in the decision-making process and disclosure of information regarding the Company.

Akuntabilitas
Accountability

Merupakan kejelasan fungsi, pelaksanaan, dan pertanggungjawaban organ Perusahaan hingga pengelolaan Perusahaan terlaksana secara efektif.

Clarity of functions, implementation, and accountability of the Company's organs to ensure an effective management of the Company.

Pertanggungjawaban
Responsibility

Merupakan kesesuaian dalam pengelolaan Perusahaan terhadap peraturan perundang-undangan dan prinsip korporasi yang sehat.

Conformity of the Company's management to laws and regulations as well as sound corporate principles.

Kemandirian
Independence

Merupakan keadaan di mana Perusahaan dikelola secara profesional tanpa benturan kepentingan dan pengaruh/ tekanan dari pihak mana pun yang tidak sesuai dengan peraturan perundang-undangan dan prinsip-prinsip korporasi yang sehat.

A condition where the Company is professionally managed with no conflicts of interest and influence/pressure from any party that is not in accordance with laws and regulations as well as sound corporate principles.

Kewajaran
Fairness

Merupakan keadilan dan kesetaraan dalam memenuhi hak-hak pemangku kepentingan yang timbul berdasarkan perjanjian dan peraturan perundang-undangan.

Fairness and equality in meeting Stakeholders' rights that arise based on agreements as well as the laws and regulations.

PRINSIP GCG
GCG PRINCIPLES

TUJUAN PENERAPAN GCG PGN

Penerapan tata kelola di PGN memiliki tujuan:

1. Mengoptimalkan nilai Perusahaan 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 Perusahaan secara profesional, efisiensi, dan efektif, serta memberdayakan fungsi dan meningkatkan kemandirian Organ Perusahaan;
3. Mendorong Organ Perusahaan dalam membuat keputusan dan menjalankan tindakan 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 Perusahaan;
4. Meningkatkan kontribusi Perusahaan dalam perekonomian nasional serta meningkatkan iklim yang kondusif bagi perkembangan investasi nasional;
5. Mengembangkan sikap dan perilaku yang sesuai dengan tuntutan perkembangan Perusahaan dan perubahan lingkungan usaha menuju budaya Perusahaan yang lebih baik;
6. Menciptakan iklim yang kondusif dan mendorong terbentuknya identitas, karakter dan motivasi Perwira Subholding Gas untuk berperilaku dan bertindak sesuai tuntutan Perusahaan serta dilandasi dengan moral dan nilai-nilai etika yang sehat; dan
7. Meningkatkan reputasi Perusahaan.

DASAR HUKUM PENERAPAN GCG PGN

Penerapan GCG di lingkungan PGN didasarkan pada ketentuan dan pedoman yang berlaku, antara lain:

1. Peraturan Menteri BUMN Nomor PER 2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara;
2. Keputusan Sekretaris Kementerian BUMN Nomor SK-12/S.MBU/08/2023 tanggal 16 Agustus 2023 tentang Pencabutan Keputusan Sekretaris Kementerian Badan Usaha Milik Negara Nomor: 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;

OBJECTIVES OF GCG IMPLEMENTATION

The implementation of GCG aims to:

1. Optimize the Company's value to have a robust competitiveness at the national and international levels, enabling it to maintain its presence and sustainable life to achieve the Company's purposes and objectives;
2. Encourage professional, efficient, and effective management of the Company, as well as empower functions and improve the independence of the Company's Organs;
3. Encourage the Company's Organs to make decisions, take actions based on high moral values, comply with laws and regulations, and be aware of the Company's social responsibility to its Stakeholders as well as environmental sustainability around the Company;
4. Boost the Company's contribution to the national economy and create a favorable environment for the development of national investment;
5. Develop attitudes and behaviors aligned with the demands of the Company's development and business changes toward better corporate culture;
6. Create a conducive climate, encourage the formation of identity, characteristics, and motivate Gas Subholding Employees to behave and act aligned with the Company's guidelines based on sound moral and ethical values; and
7. Improve the Company's reputation.

LEGAL BASIS FOR GCG IMPLEMENTATION

The implementation of GCG within PGN is based on the applicable provisions and guidelines, including:

1. Regulation of SOE Minister Number PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;
2. Decree of the Secretary to the Ministry of SOE Number SK-12/S.MBU/08/2023 dated August 16, 2023, on Revocation of the Decree of the Secretary to the Ministry of State-Owned Enterprises Number SK-16/S.MBU/2012, on Assessment and Evaluation Indicators/Parameters for Good Corporate Governance in State-Owned Enterprises;



3. Surat edaran dari kementerian BUMN Nomor S-52/DKU.MBU/10/2024 tanggal 15 Oktober 2023 perihal Pelaksanaan *Assessment* GCG BUMN tahun 2023;
4. Peraturan Otoritas Jasa Keuangan (POJK) Nomor 21/POJK.04/2015 tanggal 16 November 2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka;
5. Peraturan Otoritas Jasa Keuangan (POJK) Nomor 29/POJK.04/2016 tentang Laporan Tahunan Emiten atau Perusahaan Publik;
6. Surat Edaran Otoritas Jasa Keuangan Republik Indonesia Nomor 16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik;
7. Surat Edaran Otoritas Jasa Keuangan Nomor 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka;
8. Anggaran Dasar Perusahaan dan Keputusan Rapat Umum Pemegang Saham (RUPS); dan
9. Peraturan dan Kebijakan Perusahaan.

3. Circular letter from the Ministry of SOE Number S-52/DKU.MBU/10/2024 dated October 15, 2023 on the Implementation of GCG Assessment of SOE in 2023;
4. Financial Services Authority Regulation (POJK) Number 21/POJK.04/2015 dated November 16, 2015 on Implementation of Governance Implementation for Public Companies;
5. Financial Services Authority Regulation (POJK) Number 29/POJK.04/2016 on Annual Report of Issuers or Public Companies;
6. Circular of the Financial Services Authority Number 16/SEOJK.04/2021 on Forms and Contents of Annual Report of Issuers or Public Companies;
7. Circular of the Financial Services Authority Number 32/SEOJK.04/2015 on Governance Guidelines for Public Companies;
8. Company's Articles of Association and Resolutions of the General Meeting of Shareholders (GMS); and
9. Company's Regulations and Policies.

PERJALANAN PENERAPAN GCG PGN

2003

- *Initial Public Offering* (IPO) PGN
- Penetapan Keputusan Direksi tentang GCG
- Pengangkatan Komisaris Independen
- Pembentukan Komite Dewan Komisaris (Audit, Nominasi, Remunerasi, dan GCG)
- Penetapan Komisaris Independen sebagai Ketua Komite Audit
- Pembentukan Satuan Kerja Fungsional bidang GCG & Budaya Perusahaan (GCG & BP) dan Analisis Bisnis & Manajemen Risiko (ABMR)
- Penetapan Manual Manajemen Risiko
- Initial Public Offering (IPO) by PGN
- Stipulation of Decision of BOD on GCG
- Appointment of Independent Commissioners
- Establishment of BOC Committee (for Audit, Nomination, Remuneration, and GCG)
- Installation of Independent Commissioner as the Head of Audit Committee
- Establishment of a Functional Work Unit for GCG and Corporate Culture (GCG & BP and Business Analysis & Risk Management
- Stipulation of Risk Management Manual

2004

- Pemetaan GCG
- Penyusunan Panduan GCG
- Penyusunan *Board Manual*
- Pembentukan Komite Asuransi dan Risiko Usaha
- Penetapan Charter Komite Audit
- GCG Mapping
- Preparation of GCG Guideline
- Preparation of Board Manual
- Establishment of Insurance and Business Risk Committee
- Determination on Audit Committee Charter

2005

- Penyusunan Kebijakan GCG
- Pelaksanaan Kerangka Kerja Implementasi GCG
- Penandatanganan Komitmen GCG oleh Direktur Utama, Komisaris Utama serta Ketua Serikat Pekerja
- Preparation of Policy on GCG
- Implementation of GCG Frameworks
- Signing of Commitment on GCG by President Director, President Commissioner, and Head of Labor Union

2006

- Pengesahan *soft structure* GCG: Pedoman GCG & *Board Manual*
- Penghargaan Emiten Terbaik 2006 dalam "Capital Market Award" oleh BEJ
- Penetapan Pedoman Perilaku (*Code of Conduct*)
- Sosialisasi GCG
- Endorsement for GCG soft structure: GCG Guideline & Board Manual
- The Best Issuer Award 2006 in "the Capital Market Award" by Jakarta Stock Exchange
- Stipulation on Code of Conducts
- Dissemination on GCG

MILESTONES OF GCG IMPLEMENTATION

2010-2011

- Pembentukan Divisi Organisasi dan Proses Bisnis yang bertugas mengelola GCG dalam Direktorat Umum
- Pendirian PT Nusantara Regas
- GCG *Assessment*
- Sosialisasi GCG
- Establishment of Business Process and Organization Division assigned to manage GCG within the Directorate of General Affairs
- Establishment of PT Nusantara Regas
- GCG Assessment
- Dissemination on GCG

2009

- Pembaruan *Charter* Komite Audit
- Penetapan Pedoman Audit Internal
- Penetapan Pedoman Manajemen Risiko berbasis COSOERM
- Pendirian PT PGAS Solution
- Pengakuan dari Governance Metrics International (GMI) menaikkan peringkat PGN dari 1,5 (Maret 2008) menjadi 4,5 (September 2009)
- Sosialisasi GCG
- Audit Committee Charter Update
- Establishment of Internal Audit Guidelines
- Establishment of COSOERM-based Risk Management Guidelines
- Establishment of PT PGAS Solution
- Recognition from Governance Metrics International (GMI) raising PGN's rating from 1.5 (March 2008) to 4.5 (September 2009)
- Dissemination on GCG

2008

- Penetapan Budaya Perusahaan "ProCISE"
- Penggabungan Komite Nominasi dan Remunerasi
- Pemindahan Bidang Manajemen Risiko dalam Direktorat Keuangan
- GCG *Assessment* pertama kali menggunakan Company *Corporate Governance Scorecard* yang dikembangkan oleh Kementerian BUMN
- Sosialisasi GCG
- Stipulation on "ProCISE" Corporate Culture
- Unification of Nomination and Remuneration Committees
- Transfer of Risk Management Unit under the Directorate of Finance
- GCG Assessment applied for the first time Company Corporate Governance Scorecard developed by the Ministry of State-Owned Enterprises
- Dissemination on GCG

2007

- Pembentukan Bidang Manajemen Risiko dalam Direktorat Umum
- Pendirian PT PGAS Telekomunikasi
- Persiapan GCG *Assessment*
- Sosialisasi GCG
- Establishment of Risk Management Unit under the Directorate for General Affairs
- Establishment of PT PGAS Telekomunikasi
- Preparation of GCG Assessment
- Dissemination on GCG

2012

- Pembaruan Pedoman GCG
- Pelaksanaan Semiloka GCG
- Pembentukan Komite Pemantau Manajemen Risiko dan Pengembangan Usaha (PMRPU)
- Penyusunan *Charter* Komite PMRPU
- Pendirian PT PGN LNG Indonesia
- Pelaksanaan LHKPN pertama kali
- Sosialisasi GCG
- Updates on GCG Guideline
- Implementation of GCG Seminar & Workshop
- Establishment of Monitoring Committee for Risk Management and Business Development
- Preparation of PMRPU Committee Charter
- Establishment of PT PGN LNG Indonesia
- First Application of the State Officials Wealth Report
- Dissemination on GCG

2013

- Penetapan *Whistleblowing System*
- Pembaruan *Board Manual*
- Pembaruan Piagam Komite Audit
- Pelaksanaan LHKPN
- GCG *Self Assessment* Parameter BUMN
- Sosialisasi GCG
- Stipulation of Whistleblowing System Guideline
- Updates on Board Manual
- Updates on Audit Committee Charter
- LHKPN Implementation
- GCG Self-Assessment (SOE Parameter)
- Dissemination on GCG

2014

- Penetapan SK benturan Kepentingan dan Pengendalian Gratifikasi
- Pendirian PT Permata Graha Nusantara
- Pelaksanaan LHKPN
- GCG *Assessment* Parameter BUMN
- Sosialisasi GCG
- Stipulation of Decree on Conflict of Interests and Gratification Control
- Establishment of PT Permata Graha Nusantara
- LHKPN Implementation
- GCG Assessment (SOE Parameter)
- Dissemination on GCG

2015

- Pembentukan Komite Remunerasi, Nominasi, dan GCG
- Pembentukan Divisi Risk Management & GCG di bawah Direktorat Utama
- Pelaksanaan LHKPN
- GCG *Self Assessment* Parameter BUMN
- Sosialisasi GCG
- Establishment of Remuneration, Nomination and GCG Committee
- Transfer of Risk Management & GCG Division under the Principal Directorate
- LHKPN Implementation
- GCG Self-Assessment (SOE Parameter)
- Dissemination on GCG

2016

- Pembaruan *Board Manual*
- Penetapan Pedoman Tata Kelola Hubungan PGN sebagai Pemegang Saham Anak Perusahaan/Afiliasi
- Penetapan Pedoman Pengangkatan, Pemberhentian, dan Penetapan Penghasilan Anggota Direksi dan Anggota Dewan Komisaris Anak Perusahaan dan Afiliasi
- Pelaksanaan LHKPN
- GCG *Assessment* Parameter BUMN
- Sosialisasi GCG
- Updates on Board Manual
- Stipulation of Guidelines for PGN's Relations Governance as a Subsidiary/Affiliate Shareholder
- Stipulation of Guidelines for Appointment, Dismissal, and Determination of Income for Members of the BOD and Members of the BOC of Subsidiaries and Affiliates
- LHKPN Implementation
- GCG Assessment (SOE Parameter)
- Dissemination on GCG

2017

- Pelaksanaan e-LHKPN
- GCG *Self Assessment* Parameter BUMN
- GCG *Self Assessment* Parameter ASEAN *Corporate Governance Scorecard* (ACGS)
- Sosialisasi GCG
- e-LHKPN Implementation
- GCG Self-Assessment (SOE Parameter)
- GCG Self-Assessment (ASEAN Corporate Governance Scorecard - ACGS Parameter)
- Dissemination on GCG

2018

- Pembentukan PGN sebagai Subholding Gas ke dalam Holding Migas PT Pertamina (Persero)
- Akuisisi PT Pertamina Gas dan anak perusahaannya
- Pembaruan Pedoman GCG
- Pembaruan Pedoman Etika
- Asistensi *Soft Structure* GCG di 6 Anak Perusahaan/Afiliasi
- Pelaksanaan e-LHKPN
- GCG *Assessment* Parameter BUMN
- GCG *Self Assessment* Parameter ACGS
- Sosialisasi GCG
- Establishment of PGN as Gas Sub-Holding Company under PT Pertamina's Oil and Gas Holding
- Acquisition of PT Pertamina Gas and its subsidiaries
- Updates on GCG Guidelines
- Updates on Code of Conduct
- Assistance for GCG Soft Structure in 6 Subsidiaries/Affiliates
- e-LHKPN Implementation
- GCG Assessment (SOE Parameter)
- GCG Self-Assessment (ACGS Parameter)
- Dissemination on GCG

2019

- Pembaruan *Board Manual*
- Pembaruan Pedoman GCG
- Pembaruan Pedoman Etika
- Pelaksanaan *Branding* GCG
- Pelaksanaan e-LHKPN
- Penyusunan Dokumen *Self Assessment* GCG untuk Anak Perusahaan/Afiliasi
- Pengukuran Tingkat Maturitas GCG
- GCG *Self Assessment* Parameter BUMN
- GCG *Self Assessment* Parameter ACGS
- Sosialisasi GCG
- Updates on Board Manual
- Update on GCG Guidelines
- Update on the Code of Conduct
- Implementation of GCG Branding
- e-LHKPN Implementation
- Preparation of GCG Self-Assessment Document for Subsidiaries/ Affiliates
- Measuring GCG Maturity Rate
- GCG Self-Assessment (SOE Parameter)
- GCG Self-Assessment (ACGS Parameter)
- Dissemination on GCG

2020

- Penerapan dan Sertifikasi SMAP ISO 37001
- Penetapan Proses Subholding Gas
- Penetapan Budaya "AKHLAK"
- Penetapan Visi Misi
- Pelaksanaan *Branding* GCG
- Pelaksanaan e-LHKPN
- Penyusunan Dokumen *Self Assessment* GCG untuk Anak Perusahaan/Afiliasi
- GCG *Assessment* Parameter BUMN
- GCG *Self Assessment* Parameter ACGS
- *Assessment* GCG berdasarkan parameter POJK 21/2015
- Sosialisasi GCG
- Penetapan penggunaan Aplikasi GCG Online System (GOLS)
- Implementation and Certification of SMAP ISO 37001
- Determination of Gas Subholding Process
- Determination of "AKHLAK" Culture
- Determination of Vision and Mission
- Implementation of GCG Branding
- e-LHKPN Implementation
- Preparation of GCG Self-Assessment Documents for Subsidiaries/ Affiliates
- GCG Assessment (SOE Parameter)
- GCG Self-Assessment (ACGS Parameter)
- GCG Assessment based on Parameter of FSA Regulation Number 21/2015
- Dissemination on GCG
- Determination of GCG Online System (GOLS) Application

2021

- Pelaksanaan Bimbingan Teknis Antikorupsi Kolaborasi KPK dan PGN
- Penyempurnaan Pedoman Proses Bisnis Subholding Gas
- Pembaruan *Board Manual* dan Pedoman GCG, Etika, WBS, Benturan Kepentingan dan Gratifikasi
- Pembaruan *Charter* Komite-Komite
- Pembaruan Anggaran Dasar
- Pelaksanaan *Branding* GCG
- Pelaksanaan e-LHKPN
- GCG *Assessment* Parameter BUMN
- GCG *Self Assessment* Parameter ACGS
- *Assessment* GCG berdasarkan parameter POJK 21/2015
- Sosialisasi GCG & SMAP ISO 37001
- Pelaksanaan GCG *Self Assessment* Anak Perusahaan/Afiliasi
- Penerapan Aplikasi GCG Online System (GOLS)
- Penyusunan Modul GCG *Self Assessment* untuk Anak Perusahaan/ Afiliasi
- Implementation of Anti-Corruption Technical Guidance in collaboration with the Corruption Eradication Commission/KPK and PGN
- Improvement of Gas Subholding Business Process Guidelines
- Updates on Board Manual and Guidelines for GCG, Ethics, WBS, Conflicts of Interest and Gratification
- Updates on Charter of the Committees
- Updates on Articles of Association
- Implementation of GCG Branding
- e-LHKPN Implementation
- GCG Assessment based on Parameter of State-Owned Enterprises
- GCG Self-Assessment based on ACGS Parameter
- GCG Assessment based on Parameter of FSA Regulation Number 21/2015
- Dissemination of GCG & SMAP ISO 37001
- Implementation of GCG Self-Assessment by Subsidiaries/ Affiliates
- Implementation of GCG Online System Application
- Preparation of GCG Self-Assessment Module for Subsidiaries/ Affiliates

2022

- Penggabungan fungsi GCG ke dalam Group Legal Counsel and Compliance di bawah koordinasi Direktorat Utama
- GCG *Assessment* Parameter BUMN
- GCG *Self Assessment* Parameter ACGS
- *Assessment* GCG berdasarkan parameter POJK 21/2015
- GCG *Assessment* menggunakan Pedoman Umum Governansi Korporat Indonesia (PUGKI) yang dikembangkan oleh Komite Nasional Kebijakan Governansi (KNKG)
- Pelaksanaan *Branding* GCG
- Pelaksanaan e-LHKPN
- Sosialisasi GCG & SMAP ISO 37001
- Penerapan Aplikasi GCG Online System (GOLS)
- Penyelenggaraan Peringatan Hari Anti Korupsi Sedunia (HAKORDIA)
- Penerapan Pelaporan Gratifikasi secara berkala melalui Aplikasi GOLS
- Capaian Tingkat Maturitas Manajemen Risiko "MANAGED"
- Pembaruan Pedoman Tata Kelola Perusahaan Yang Baik dan Pedoman Perilaku Etika
- Top 50 Big Capitalization Public Listed Company dari IICD (Indonesian Institute for Corporate Directorship
- Merging of GCG functions into Legal Counsel and Compliance Group under the coordination of Principal Directorate
- GCG Assessment based on Parameter of State-Owned Enterprises
- GCG Self-Assessment based on ACGS Parameter
- GCG Assessment based on Parameter of FSA Regulation Number 21/2015
- GCG Assessment used the Indonesian General Corporate Governance Guidelines (PUGKI) developed by the KNKG
- Implementation of GCG Branding
- e-LHKPN Implementation
- Dissemination of GCG & SMAP ISO 37001
- Implementation of GCG Online System (GOLS) Application
- Commemoration of World Anti-Corruption Day (HAKORDIA)
- Implementation of Gratification Reporting periodically through the GOLS Application
- Achievement of Risk Management Maturity Level "MANAGED"
- Updates on Guidelines for Good Corporate Governance and Code of Conduct
- Top 50 Big Capitalization Public Listed Company dari IICD (Indonesian Institute for Corporate Directorship)

2023

- GCG *Self Assessment* (*review*) hasil tahun 2022 dengan Parameter BUMN (SK-16)
- GCG *Self Assessment* ACGS *new version* 2023
- *Assessment* GCG berdasarkan parameter POJK 21/2015
- GCG Assessment berdasarkan Pedoman Umum Governansi Korporat Indonesia (PUGKI) yang dikembangkan oleh KNKG
- Pelaksanaan *awareness* GCG
- Pelaksanaan e-LHKPN
- Sosialisasi GCG & SMAP ISO 37001
- Penerapan dan pengembangan Aplikasi GCG Online System (GOLS)
- Penyelenggaraan Peringatan Hari Antikorupsi Sedunia (HAKORDIA)
- Penerapan Surat Pernyataan Conflict of Interest dan terkait Gratifikasi secara berkala
- Pembaruan Dokumen Acuan Kerja
- Pembuatan Komitmen BOD dan BOC : Pernyataan Komitmen Penerapan tata Kelola Perusahaan yang baik dan etika usaha/kerja serta pengendalian gratifikasi
- Sertifikasi SMAP di Anak Perusahaan
- Perluasan ruang lingkup penerapan anti penyuapan (*Extend scope*)
- ISO Integrasi: HSSE, QM dan SMAP
- Pengelolaan UPG semula dari Internal Audit dipindahkan ke Legal Counsel and Compliance
- Mendapat penghargaan tata kelola yang baik: the Best State Owned Enteprises dari IICD dan perusahaan dengan Tata Kelola Perusahaan atau Good Corporate Governance (GCG) Terbaik I dan Pengembangan Talenta & SDM Unggul Terbaik II dalam Anugerah BUMN 2023 yang diselenggarakan oleh BUMN Track

- GCG Self Assessment (review) of 2022 results with SOE Parameters (SK-16)
- GCG Self Assessment ACGS new version 2023
- GCG Assessment based on POJK 21/2015 parameters
- GCG Assessment based on the General Guidelines for Indonesian Corporate Governance (PUGKI) developed by KNKG
- Implementation of GCG awareness
- Implementation of e- LHKPN
- Dissemination on GCG & SMAP ISO 37001
- Implementation and development of GCG Online System Application (GOLS)
- Implementation of World Anti-Corruption Day Commemoration (HAKORDIA)
- Implementation of Conflict of Interest Statement Letter and related Gratification periodically
- Update of Work Reference Document
- Making BOD and BOC Commitment: Commitment Statement on the implementation of good corporate governance and business/ work ethics as well as gratification control
- SMAP certification in subsidiaries
- Expansion of the scope of anti-bribery implementation (Extend scope)
- ISO Integration: HSSE, QM and SMAP
- UPG management has been transferred from Internal Audit to Legal Counsel and Compliance
- Received good governance awards: the Best State Owned Enterprises from IICD and the company with the Best Good Corporate Governance (GCG) I and the Best Talent & HR Development II in the BUMN Award 2023 organized by BUMN Track

2024

- GCG *Self Assessment* ACGS *new version* 2023
- *Assessment* GCG berdasarkan parameter POJK 21/2015
- GCG Assessment berdasarkan Pedoman Umum Governansi Korporat Indonesia (PUGKI) yang dikeluarkan oleh KNKG
- Pelaksanaan *awareness* GCG
- Pelaksanaan e-LHKPN dengan capaian 100%
- Sosialisasi GCG, Anti Korupsi, Pengendalian Gratifikasi dan Anti Penyuapan
- Training SMAP ISO 37001 dengan prinsip 4NO's
- Implementasi COMPOLS (Compliance Online Systems) dan pengembangan Aplikasi GCG Online System (GOLS)
- Penyelenggaraan Peringatan Hari Antikorupsi Sedunia (HAKORDIA) dengan lomba dan penyebaran publikasi
- Deklarasi Surat Pernyataan Sosialisasi GCG, COC, *Conflict of Interest* dan terkait Gratifikasi secara berkala
- Pembaruan Dokumen Acuan Kerja, di antaranya Pedoman Perilaku Etika, Pedoman Pengelolaan Optimasi Sinergi Barang dan atau Jasa di PGN Group, Pedoman Pengelolaan Dokumen Acuan Kerja (DAK) dan sebagainya
- Pembaharuan Komitmen BOD dan BOC: Pernyataan Komitmen Penerapan tata Kelola Perusahaan yang baik dan etika usaha/kerja serta pengendalian gratifikasi
- Re-Sertifikasi SMAP Subholding Gas dengan perluasan ruang lingkup penerapan anti penyuapan (*Extend scope*)
- *Monitoring* dan Evaluasi per semester dengan Komisi Pemberantasan Korupsi (KPK)
- Meraih Penghargaan *Award for Implementation Prevention of Bribery Program* 2024 dalam puncak peringatan HAKORDIA
- Hasil Evaluasi Implementasi PPG oleh KPK meraih skor 81,6 (Baik)
- Peningkatan kompetensi personil Compliance dengan Sertifikasi Certified Compliance Professional (CCP)

- GCG Self-Assessment by ACGS new version 2023
- GCG Assessment based on POJK 21/2015 parameters
- GCG Assessment based on the General Guidelines for Indonesian Corporate Governance (PUGKI) developed by KNKG
- Implementation of GCG awareness
- e-LHKPN implementation with 100% achievement
- Dissemination of GCG, Anti-Corruption, Gratification Control, and Antibribery
- SMAP ISO 37001 Training with the 4NO's principle
- Implementation of COMPOLS (Compliance Online Systems) and development of the GCG Online System (GOLS) Application
- Organizing World Anti-Corruption Day (HAKORDIA) with competitions and dissemination of publications
- Declaration of Statement Letter on the Dissemination of GCG, COC, Conflict of Interest, and Gratification regularly
- Renewal of Work Reference Documents, including the Code of Conduct, Guidelines for the Management of Synergy Optimization of Goods and or Services in PGN Group, Guidelines for the Management of Work Reference Documents (DAK), etc.
- Renewal of BOD and BOC Commitment: Statement of Commitment to the Implementation of good corporate governance and business/ work ethics as well as gratification control
- Gas Sub-holding SMAP Re-Certification with extended scope of antibribery implementation (Extend scope)
- Monitoring and Evaluation per semester with the Corruption Eradication Commission (KPK)
- Received the Award for Implementation of Prevention of Bribery Program 2024 at the highlight of HAKORDIA commemoration
- PPG Implementation Evaluation Results by KPK achieved a score of 81.6 (Good)
- Improved the competence of the Compliance employees with CCP Certification (certified compliance professional)

2025

- GCG *Assessment* ACGS new version Maret 2024
- *Assessment* GCG berdasarkan parameter POJK 21/2015
- GCG *Assessment* menggunakan metode Pedoman Umum Governansi Korporat Indonesia (PUGKI) 2021 yang dikeluarkan oleh KNKG
- Pelaksanaan e-LHKPN dengan capaian 100%
- *Awareness*/Sosialisasi GCG, Anti Korupsi, Pengendalian Gratifikasi dan Anti Penyuapan untuk Internal/eksternal
- Training SMAP ISO 37001 dengan prinsip 4NO's untuk tim Auditor Internal SMAP, Pekerja, *Stakeholder* & Vendor
- Pengembangan sistem Aplikasi GCG Online System (GOLS)
- Penyelenggaraan Peringatan Hari Antikorupsi Sedunia (HAKORDIA)
- Deklarasi Kepatuhan Pernyataan Pemahaman GCG, COC, *Conflict of Interest* dan pengendalian Gratifikasi secara berkala melalui aplikasi COMPOLS (Compliance Online Systems) dan aplikasi GCG Online System (GOLS)
- Pembaruan Dokumen Acuan Kerja GCG dan Compliance: Pedoman Code of Corporate Governance (COCG)
- Pembaruan *Board Manual* 2025
- Pembaharuan Komitmen BOD dan BOC: Pernyataan Komitmen Penerapan tata Kelola Perusahaan yang baik dan etika usaha/kerja serta pengendalian gratifikasi persiapan struktur perluasan ruang lingkup penerapan sistem anti penyuapan (*Extend scope*) ISO 37001:2025
- *Monitoring* dan Evaluasi dengan Komisi Pemberantasan Korupsi (KPK) melalui aplikasi GOL KPK
- E-learning KPK: Pelatihan Peningkatan Pemahaman Gratifikasi 3 *batch*
- Meraih *1st winner Family Integration Competition* dalam puncak peringatan HAKORDIA
- Nilai Implementasi PPG oleh KPK Tahun 2025 skor 68.5 (skala 0-100) terjadi perubahan mekanisme penilaian tahun 2024 (Januari-Desember) menjadi Januari - Agustus / satu kali setahun
- Peningkatan kompetensi personil GCG dan Compliance dengan Sertifikasi Certified Governance Profesional (CGP) dan Certified Chief Governance Officer (CCGO)

- GCG Assessment ACGS new version March 2024
- GCG assessment based on POJK 21/2015 parameters
- GCG assessment using the 2021 Manual for Indonesian Corporate Governance (PUGKI) method issued by the KNKG
- Implementation of e-LHKPN with 100% achievement
- Awareness/Outreach of GCG, Anti-Corruption, Gratification Control, and Anti-Bribery for Internal/External
- SMAP ISO 37001 Training with the 4NOs principle for the SMAP Internal Audit team, Employees, Stakeholders, and Vendors
- Developing the GCG Online System (GOLS) Application
- Organization of the Commemoration of World Anti-Corruption Day (HAKORDIA)
- Declaration of Compliance: Statement of Understanding of GCG, COC, Conflict of Interest, and Gratification Control periodically through the COMPOLS (Compliance Online Systems) and GCG Online System (GOLS) applications
- Updated Work Reference Documents GCG and Compliance: Code of Corporate Governance (COCG) Guidelines
- Updated Board Manual 2025
- Updated BOD and BOC Commitments: Statement of Commitment to Implement Good Corporate Governance and Business/Work Ethics, as well as Gratification Control; Preparation of Structure for Expanding the Scope of the ISO 37001:2025 Anti-Bribery System
- Monitoring and Evaluation with the Corruption Eradication Commission (KPK) through the GOL KPK Application
- KPK E-Learning: Gratification Understanding Improvement Training (3 Batches)
- Achieved First Place in the Family Integration Competition at the HAKORDIA Commemoration
- KPK's PPG Implementation Score in 2025 was 68.5 (scale 0-100). The assessment mechanism was changed in 2024 from January-December to January-August, or once a year.
- Enhanced the competency of GCG and Compliance personnel with Certified Governance Professional (CGP) and Certified Chief Governance Officer certifications (CCGO)



PGN berhasil meraih award dalam ajang ASEAN CGCA 2025: 1. Top 5 ASEAN Asset Class;2. Top 5 PLCs from each participating Country; 3. Top 50 ASEAN PLCs

PGN successfully won awards at the ASEAN CGCA 2025: 1. Top 5 ASEAN Asset Class; 2. Top 5 PLCs from each participating country; 3. Top 50 ASEAN PLCs

KEBIJAKAN PENDUKUNG PELAKSANAAN GCG DI PGN

PGN menerapkan serta melakukan pembaruan secara berkala atas berbagai kebijakan dan pedoman pendukung sesuai dengan peraturan perundang-undangan yang berlaku. Kebijakan dan pedoman ini secara garis besar memuat panduan bagi Perusahaan dan seluruh Perwira Subholding Gas dalam menjalankan aktivitas bisnis serta berhubungan dengan pemangku kepentingan dalam aspek pemenuhan tata kelola, antara lain:

1. *Board Manual*;
2. Pedoman Tata Kelola Perusahaan yang Baik;
3. Pedoman Perilaku Etika (*Code of Conduct*);
4. Pedoman Benturan Kepentingan;
5. Pedoman Pengendalian Gratifikasi;
6. Pedoman *Whistleblowing System*;
7. Pedoman Pengelolaan Risiko;
8. Pedoman Pengelolaan Sistem Manajemen Kelangsungan Bisnis;
9. Pedoman Sistem Manajemen Mutu, Keselamatan dan Kesehatan Kerja, Pengamanan, serta Anti Penyuapan;
10. Pedoman Pengelolaan Dokumen Acuan Kerja (DAK);
11. Pedoman Pengelolaan *Community Involvement Development*;
12. Pedoman Tata Kelola Teknologi dan Komunikasi;
13. Kebijakan Pengelolaan Informasi Perusahaan;
14. Pedoman Pengelolaan Optimasi Sinergi Barang dan atau Jasa di PGN Group;
15. Pedoman Anggaran;
16. Perjanjian Kerja Bersama;
17. Pedoman Perlakuan Akuntansi;
18. Pedoman Pengukuran Kepuasan Pelanggan;
19. Pedoman Berlangganan Gas;
20. Pedoman Penyusunan Laporan Keuangan;
21. Pedoman Pelaksanaan Kegiatan LNG Trading Internasional;
22. Pedoman Pengelolaan Peningkatan Penggunaan Produk Dalam Negeri (P4DN);
23. Pedoman Penanganan Keadaan Darurat;
24. Pedoman Pengelolaan Pelaksanaan Hak dan Pemenuhan Kewajiban Perpajakan;
25. Pedoman Pengelolaan Sistem Keselamatan Proses dan Keterpaduan Aset (PSAIMS);
26. Pedoman Pengelolaan Dana;
27. Pedoman Sistem Pengelolaan Kinerja;
28. Pedoman Pengelolaan Maturitas Investasi;
29. Pedoman Pengelolaan Kegiatan Satuan Kerja Internal Audit; dan
30. Piagam Audit Internal.

POLICIES SUPPORTING GCG IMPLEMENTATION

PGN applied and made periodic updates of various policies and supporting manuals in accordance with prevailing laws and regulations. These policies and manuals in general contain guidelines for the Company and Gas Subholding Employees in carrying out business activities as well as interacting with stakeholders in the aspect of fulfilling governance, such as:

1. Board Manual;
2. Guidelines for Good Corporate Governance;
3. Guidelines for Code of Conduct;
4. Guidelines for Conflicts of Interest;
5. Guidelines for Gratification Control;
6. Guidelines for Whistleblowing System;
7. Guidelines for Risk Management;
8. Guidelines for Business Sustainability Management System;
9. Guidelines for Quality Management System, Occupational Health and Safety, Security, as well as Anti-Bribery;
10. Guidelines for Work Reference Document (DAK) Management;
11. Guidelines for Community Involvement Development Management;
12. Guidelines for Technology and Communication Governance;
13. Guidelines for Corporate Information Management;
14. Guidelines for the Management of Goods and or Services Synergy Optimization in PGN Group;
15. Guidelines for Budget;
16. Collective Labor Agreement;
17. Guidelines for Accounting Treatment;
18. Guidelines for Measuring Customer Satisfaction;
19. Guidelines for Gas Subscription;
20. Guidelines for Preparation of Financial Statements;
21. Guidelines for the Implementation of International LNG Trading Activities;
22. Guidelines for the Management of Increased Use of Domestic Products (P4DN);
23. Guidelines for Emergency Response;
24. Guidelines for the Management of the Exercise of Rights and Fulfilment of Tax Obligations;
25. Guidelines for the Management of the Process Safety and Asset Integrity System (PSAIMS);
26. Guidelines for Funds Management;
27. Guidelines for the Performance Management System;
28. Guidelines for Investment Maturity Management;
29. Guidelines for the Management of Internal Audit Unit Activities; and
30. Internal Audit Charter.

MEMPERKUAT BUDAYA PENERAPAN GCG

PGN secara berkala melaksanakan program sosialisasi dan internalisasi GCG baik secara *offline* maupun *online*, untuk memperkuat internalisasi penerapan GCG sebagai budaya perusahaan. Materi program mencakup nilai-nilai Etika Perusahaan, tata kelola, serta pencegahan penyuapan dan gratifikasi. Seluruh program wajib diikuti oleh Perwira Subholding Gas. Sepanjang tahun 2025, kegiatan sosialisasi dan internalisasi GCG yang dilaksanakan PGN antara lain:

STRENGTHENING THE CULTURE OF GCG IMPLEMENTATION

PGN regularly implements GCG outreach and internalization programs, both in an offline and online format, to bolster the internalization of GCG implementation as a corporate culture. Program materials include Corporate Ethics values, governance, and prevention of bribery and gratuities. All programs are mandatory for Gas Subholding Employees. Throughout 2025, GCG outreach and internalization activities held by PGN include:

KEGIATAN SOSIALISASI DAN INTERNALISASI GCG TAHUN 2025
2025 Good Corporate Governance (GCG) Socialization and Internalization Activities

No	Kegiatan Activities	Waktu Pelaksanaan Implementation Period
1	*Awareness* Implementasi ISO 37001:2016 yang mencakup materi *4 NO's* dalam acara "*Townhall Meeting* PGN." Awareness of ISO 37001:2016 Implementation which includes the 4 NO's material in the "PGN Townhall Meeting" event.	9 Januari 2025 January 9, 2025
2	Penayangan materi edukasi Larangan Penerimaan/Pemberian Hadiah/Gratifikasi pada hari raya keagamaan melalui media digital, meliputi *website, email blasting, totem/tv frame*, *PGN inside* di lingkungan gedung PGN. Displaying educational materials on the Prohibition of Receiving/Giving Gifts/Gratuities on Religious Holidays through digital media, including the website, email blasts, totems/TV frames, and PGN inside PGN building.	Januari – Maret 2025 January-March, 2025
3	Penayangan *awareness building* GCG, Etika, Kepatuhan, Anti Penyuapan, Pengendalian Gratifikasi, Anti Korupsi secara berkala melalui digital media meliputi *website,email blasting*, *totem/tv frame*, *PGN inside* Regularly broadcasting awareness-building materials on GCG, Ethics, Compliance, Anti-Bribery, Gratuity Control, and Anti-Corruption through digital media, including the website, email blasts, totems/TV frames, and PGN inside.	Januari – Desember 2025 January-December, 2025
4	Sosialisasi Pedoman Benturan Kepentingan kepada satuan kerja City Gas Project (CGP). Dissemination of Conflict of Interest Guidelines to City Gas Project (CGP) work units.	4 Februari 2025 February 4, 2025
5	Sosialisasi *4 NO's* kepada satuan kerja Strategic Business Advocacy (SBA) dalam rangka pembahasan Perubahan ke-3 Undang-Undang BUMN Dissemination of the 4 NOs to the Strategic Business Advocacy (SBA) work unit in the context of discussions on the 3rd Amendment to the State-Owned Enterprises Law.	10 Februari 2025 February 10, 2025
6	Sosialisasi Sistem Manajemen Anti Penyuapan (SMAP) yang mencakup materi *4 NO's* kepada vendor satuan kerja *Procurement* dalam acara "*Upskilling & Coaching Update Data*, Ketentuan CSMS dan fitur pada aplikasi *i-Vendor* Penggunaan aplikasi Smart GEP." Dissemination of the Anti-Bribery Management System (ABMS), which includes the 4 NOs, to vendors in the Procurement work unit during the event "Upskilling & Coaching: Updating Data, CSMS Provisions, and Features in the i-Vendor Application: Using the Smart GEP Application."	12 November 2025 November 12, 2025
7	Sosialisasi: a. Pedoman Benturan kepentingan b. Pedoman Gratifikasi c. *Board Manual* Pada acara rapat koordinasi Fungsi GCG and Compliance Subholding Gas. Dissemination: a. Conflict of Interest Guidelines b. Gratification Guidelines c. Board Manual At the Gas Subholding GCG and Compliance Function Coordination Meeting.	18 Februari 2025 February 18, 2025
8	Penayangan *awareness building* GCG, Etika, Kepatuhan, Anti Penyuapan, Pengendalian Gratifikasi, Anti Korupsi secara berkala melalui digital media meliputi *website,email blasting*, *totem/tv frame*, *PGN inside.* Regular broadcasts of awareness-building materials on GCG, Ethics, Compliance, Anti-Bribery, Gratification Control, and Anti-Corruption through digital media, including the website, email blasts, totems/TV frames, and PGN inside.	1 April 2025 - 30 Juni 2025 April 1, 2025-June 30, 2025

No	Kegiatan Activities	Waktu Pelaksanaan Implementation Period
9	Diskusi COMPOLS bersama Komisaris Utama. COMPOLS discussions with the President Commissioner.	9 April 2025 April 9, 2025
10	*Pelaksanaan e-Learning* "Pemahaman Gratifikasi KPK" *Batch* 1. Implementation of the e-Learning program "Understanding KPK Gratification" Batch 1.	21-23 April 2025 April 21-23, 2025
11	Sosialisasi *Compliance* dan GCG di area Batam dalam acara "Perizinan Import LNG ke Batam dan Bintan." Dissemination of Compliance and GCG in the Batam area during the event "LNG Import Licensing to Batam and Bintan."	29 April 2025 April 29, 2025
12	Pertemuan KTKT dengan tema "Aspek Kepatuhan Implementasi GCG dalam Rangka Meningkatkan Transparansi dan Akuntabilitas Subholding Gas Grup termasuk di dalamnya SMAP". KTKT meeting with the theme "Compliance Aspects of GCG Implementation to Enhance Transparency and Accountability of the Gas Subholding Group, including the ABMS."	25 April 2025 April 25, 2025
13	Sosialisasi Standar Perilaku (COC) dalam acara "Pra Seleksi Instalatur Gas SOR II Periode Juli." Dissemination of Standards of Conduct (COC) during the event "Pre-Selection of Gas Installers for SOR II, July Period."	27 Mei 2025 May 27, 2025
14	Pelaksanaan *e-Learning* "Pemahaman Gratifikasi KPK" *Batch* 2. Implementation of the e-Learning program "Understanding KPK Gratification" Batch 2.	10 Juni 2025 June 10, 2025
15	Sosialisasi Etika, SMAP, *4 NO's* dan GCG di area Surabaya dan SOR III dalam rangka kegiatan Audit Internal Semester II. Dissemination of Ethics, ABMS, 4 NO's, and GCG in the Surabaya area and SOR III as part of the Internal Audit activities of Semester II.	10-11 Juni 2025 June 10-11, 2025
16	Pelaksanaan Pelatihan *Self-Learning* "*Fraud Awareness*" melalui Mobile Learning. Implementation of "Fraud Awareness" Self-Learning Training through Mobile Learning.	10-24 Juni 2025 June 10-24, 2025
17	Sosialisasi GOL KPK dan Rapat Koordinasi Subholding bersama Compliance Holding. Dissemination of the KPK's Goals (Goals) and Subholding Coordination Meeting with Compliance Holding.	13 Juni 2025 June 13, 2025
18	Penayangan *awareness building* GCG, Etika, Kepatuhan, Anti Penyuapan, Pengendalian Gratifikasi, Anti Korupsi secara berkala melalui digital media meliputi *website,email blasting*, *totem/tv frame*, *PGN inside.* Regular broadcast of awareness-building materials on GCG, Ethics, Compliance, Anti-Bribery, Gratuity Control, and Anti-Corruption through digital media, including the website, email blasts, totems/TV frames, and PGN inside.	1 Juli - 30 September 2025 July 1-September 30, 2025
19	Pelatihan In House "Peningkatan Pemahaman Gratifikasi melalui *E-Learning* KPK" di Subholding Gas Group Batch 3 In-House Training "Improving Understanding of Gratuities through KPK E-Learning" at the Gas Group Subholding Batch 3	7 - 9 Juli 2025 July 7-9, 2025
20	*Awareness* Anti Penyuapan dengan materi *4 NO's* dalam acara "Validasi Dokumen Pengajuan Izin Usaha Niaga SOR 3 Tahun 2023-2024" Anti-Bribery Awareness with the topic of the 4 NOs at the event "Validation of Documents for Applications for Commercial Business Licenses for 2023-2024"	14 Juli 2025 July 14, 2025
21	GAS Talk Leader dengan tema "*Whistle Blowing System*" GAS Talk Leader with the theme "Whistle-Blowing System"	22 Juli 2025 July 22, 2025
22	Pelatihan Auditor Internal ISO 37001:2025 tentang Sistem Manajemen Anti Penyuapan ISO 37001:2025 Internal Auditor Training on Anti-Bribery Management System	30-31 Juli 2025 July 30-31, 2025
23	Internalisasi *awareness* Anti Penyuapan, Anti Korupsi, Pengendalian Gratifikasi, dan Etika kepada pekerja internal dalam acara "*Meeting* Budaya & AKHLAK." Internalization of awareness of Anti-Bribery, Anti-Corruption, Gratuity Control, and Ethics to internal employees at the event "Culture & Moral Meeting."	29 Juli dan 29 Agustus 2025 July 29 and August 29, 2025
24	Pengisian materi *Monitoring* dan Evaluasi (Monev) KPK oleh UPG PGN Providing material on the KPK's Monitoring and Evaluation (Monev) by the PGN Technical Implementation Unit	29 Agustus 2025 August 29, 2025
25	Induksi materi Compliance dan GCG dalam kegiatan Pengenalan Perusahaan Untuk Dewan Komisaris pada RUPSLB Tahun 2025 Induction of Compliance and GCG material during the Company Introduction for the Board of Commissioners at the 2025 EGMS	2 September 2025 September 2, 2025
26	Internalisasi *Awareness* Anti Korupsi dalam rangka Diskusi, Presentasi dan Klarifikasi Penyesuaian Izin Usaha Niaga SOR III PGN dengan peserta BPH Migas, Legal Counsel, PMO, OMM, dan SOR III Internalization of Anti-Corruption Awareness during the Discussion, Presentation, and Clarification of the Adjustment of PGN's SOR III Trading Business License with participants from the Oil and Gas Regulatory Agency (BPH Migas), Legal Counsel, PMO, OMM, and SOR III	11-12 September 2025 September 11-12, 2025

No	Kegiatan Activities	Waktu Pelaksanaan Implementation Period
27	Internalisasi *Awareness* Anti Penyuapan, Anti Korupsi, Pengendalian Gratifikasi, dan Etika melalui penayangan video dan *flyer* Anti Korupsi dalam acara "Temu Pelanggan Industri Area Tangerang." Internalization of Anti-Bribery, Anti-Corruption, Gratuity Control, and Ethics Awareness through the screening of Anti-Corruption videos and flyers at the "Industrial Customer Gathering in the Tangerang Area."	12 September 2025 September 12, 2025
28	Internalisasi *Awareness* Anti Penyuapan, Anti Korupsi, Pengendalian Gratifikasi, dan Etika kepada *Customer* Industri Area Cilegon Internalization of Anti-Bribery, Anti-Corruption, Gratuity Control, and Ethics Awareness for Industrial Customers in the Cilegon Area.	15 September 2025 September 15, 2025
29	Internalisasi *Awareness* Anti Penyuapan, Anti Korupsi, Pengendalian Gratifikasi, dan Etika dalam kegiatan eksternal "Legal Preventive Program Subholding Gas" Bersama praktisi hukum, praktisi akademik UNDIP dan Danantara, dengan tema "Batasan dan Konsekuensi Hukum Terkait Ketentuan Pelimpahan Kewenangan Menteri BUMN Kepada Danantara terkait Pengelolaan BUMN berdasarkan Undang-Undang BUMN" Internalization of Anti-Bribery, Anti-Corruption, Gratuity Control, and Ethics Awareness in the "Legal Preventive Program for Gas Subholding" external activity with legal practitioners, academics from Diponegoro University (UNDIP), and Danantara, with the theme "Limitations and Legal Consequences Related to the Provisions on the Delegation of Authority from the Minister of SOEs to Danantara Regarding the Management of SOEs Based on the SOE Law."	29 September 2025 September 29, 2025
30	*Workshop Self-Assesment* GCG dengan PUGKI 2025 dengan AP Subholding Gas serta *awareness* anti korupsi. GCG Self-Assessment Workshop with PUGKI 2025 with AP Gas Subholding, as well as anti-corruption awareness.	3 Oktober 2025 October 3, 2025
31	Sosialisasi Anti Penyuapan, Etika, Anti Korupsi kepada Pekerja Area Karawang Dissemination of Anti-Bribery, Ethics, and Anti-Corruption to Employees in the Karawang Area.	10 Oktober 2025 October 10, 2025
32	*Awareness* GCG dan SMAP kepada pekerja fungsi anggaran SOR II. Dissemination of Anti-Bribery, Ethics, and Anti-Corruption to Employees in the Karawang Area.	20 Oktober 2025 October 20, 2025
33	Awareness compliance dan anti korupsi dalam acara *Training Legal for Non Legal* Compliance and anti-corruption awareness at the Legal for Non-Legal Training event.	28 Oktober 2025 October 28, 2025
34	*Online Training* ISO 37001:2025 SMAP untuk vendor Subholding Gas. Online ISO 37001:2025 SMAP training for Gas Subholding vendors.	12 November 2025 November 12, 2025
35	*Awareness* Anti Korupsi/Penyuapan dan sosialiasi Pedoman Transaksi Afiliasi, Transaksi Material, Transaksi Benturan Kepentingan kepada Anak Perusahaan kepada seluruh satuan kerja PGN, AP dan Afiliasi. Anti-Corruption/Bribery Awareness and dissemination of Guidelines for Affiliated Transactions, Material Transactions, and Conflict of Interest Transactions to Subsidiaries to all PGN, AP, and Affiliate work units.	25 November 2025 November 25, 2025
36	Mendukung KPK dengan berpartisipasi dalam peringatan Hari Anti Korupsi Sedunia (HAKORDIA) se-Pertamina Group pada tanggal dengan membuka *booth* HAKORDIA dan memperoleh *award* sebagai 1st winner Family Integrity Competition. Supporting the Corruption Eradication Commission (KPK) by participating in the Pertamina Group's commemoration of World Anti-Corruption Day (HAKORDIA) on 12/01/2019. We opened a HAKORDIA booth and received an award as the first winner of the Family Integrity Competition.	3 Desember 2025 December 3, 2025



VISI PERUSAHAAN DALAM MENDUKUNG KINERJA PERUSAHAAN SECARA BERKELANJUTAN

Menjadi penyedia solusi energi bersih untuk dunia yang lebih hijau dan berkelanjutan, adalah visi PGN yang mencerminkan arah jangka panjang dan fokus strategis Perseroan dalam menjalankan kegiatan usaha. Visi tersebut menjadi acuan bagi seluruh elemen organisasi dalam menjalankan kegiatan operasional, guna mendukung pencapaian kinerja Perseroan secara berkelanjutan.

STRUKTUR TATA KELOLA PERUSAHAAN

Struktur Tata Kelola Perusahaan di PGN mengacu pada Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas, yang terdiri atas tiga organ utama perusahaan yaitu Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi.

COMPANY VISION IN SUPPORTING COMPANY'S SUSTAINABLE PERFORMANCE

PGN Vision is to become a provider of clean energy solutions for a greener and more sustainable world, demonstrating the Company's long-term direction and strategic focus in conducting its business activities. This vision serves as a benchmark for all elements of the organization in carrying out operational activities, supporting the Company's sustainable performance.

CORPORATE GOVERNANCE STRUCTURE

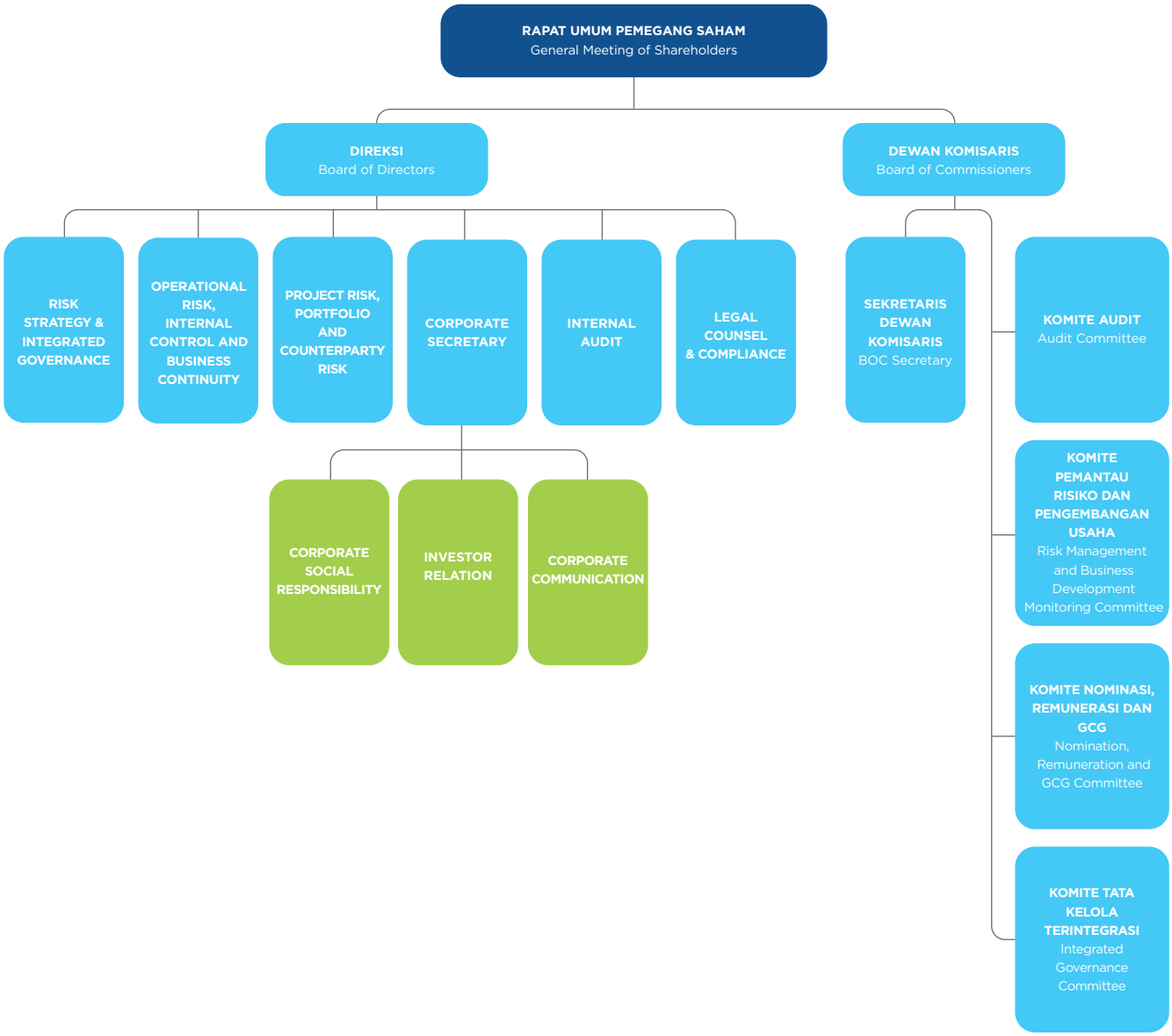
PGN's Corporate Governance Structure is based on Law Number 40 of 2007 on Limited Liability Companies, comprising three main company organs: the General Meeting of Shareholders (GMS), the Board of Commissioners, and the Board of Directors.

Perseroan memiliki pemisahan tugas dan tanggung jawab yang jelas antara Presiden Komisaris/*Chairman* selaku anggota dari Dewan Komisaris, dan Presiden Direktur/CEO yang menjadi bagian dari anggota Direksi, sebagaimana diatur di dalam *Board Manual* dan Anggaran Dasar Perseroan.

Board Manual juga mengatur secara jelas mengenai tata kerja hubungan Dewan Komisaris dan Direksi. Anggaran Dasar dan *Board Manual* Perseroan secara lengkap dapat dilihat dalam situs web PGN https://pgn.co.id/tata-kelola.

The Company has a clear separation of duties and responsibilities between the President Commissioner/Chairman, as a member of the Board of Commissioners, and the President Director/CEO, who is a member of the Board of Directors, as outlined in the Board Manual and the Company's Articles of Association.

The Board Manual also clearly regulates the working procedures for the relationship between the Board of Commissioners and the Board of Directors. The complete Articles of Association and Board Manual can be found on the PGN website at https://pgn.co.id/tata-kelola.



RAPAT UMUM PEMEGANG SAHAM (RUPS)
GENERAL MEETING OF SHAREHOLDERS (GMS)

Rapat Umum Pemegang Saham (RUPS) merupakan organ tata kelola tertinggi Perusahaan, yang memiliki wewenang yang tidak diberikan kepada Dewan Komisaris atau Direksi dalam batas yang ditentukan oleh Undang-Undang Perseroan Terbatas dan/atau Anggaran Dasar Perusahaan.

Kekuasaan dalam RUPS lebih tinggi dibandingkan Direksi dan Dewan Komisaris. Melalui penyelenggaraan RUPS, para Pemegang Saham dapat menerima informasi penting mengenai kinerja Perusahaan dan menggunakan haknya untuk pengambilan keputusan strategis Perusahaan.

The General Meeting of Shareholders (GMS) is the Company's highest governance organ and has authority that is not granted to the Board of Commissioners or Board of Directors within the limits set by the Limited Liability Company Law and/or the Company's Articles of Association.

The power of the GMS is higher than that of the Board of Directors and Board of Commissioners. Through the GMS, Shareholders can receive important information on the Company's performance and exercise their rights in relation to the Company's strategic decision-making.

PEMEGANG SAHAM

Komposisi pemegang saham PGN adalah Negara Republik Indonesia yang memiliki satu saham seri A Dwiwarna, PT Pertamina (Persero) sebagai pemegang saham mayoritas yang memiliki 56,96% saham seri B, dan 43,04% saham seri B yang dimiliki oleh pemegang saham publik. Uraian mengenai informasi dan struktur pemegang saham telah dibahas pada Bab Profil Perusahaan bagian Informasi Pemegang Saham dalam Laporan Tahunan ini.

SHAREHOLDERS

PGN's shareholder composition, namely the Republic of Indonesia owns one series A Dwiwarna share, PT Pertamina (Persero) is the major shareholder with 56.96% of the series B shares, and 43.04% of the series B shares are owned by public shareholders. The description of the shareholder information and structure has been discussed in the Company Profile chapter of the Shareholder Information section of this Annual Report.

Hak Pemegang Saham

Pemegang Saham memberikan hak kepada pemiliknya untuk:

1. Menghadiri dan mengeluarkan suara dalam RUPS;
2. Memperoleh informasi material mengenai Perseroan, secara tepat waktu, terukur dan teratur;
3. Menerima perlakuan yang adil dan setara;
4. Menerima pembayaran dividen dan sisa kekayaan hasil likuidasi, sebanding dengan jumlah saham yang dimilikinya; dan
5. Menjalankan hak lainnya berdasarkan Anggaran Dasar dan peraturan perundang-undangan yang berlaku.

Shareholders' Rights

Shareholders are entitled to:

1. Attending and casting their votes at the GMS;
2. Obtaining material information about the Company, in a timely, measurable, and regular manner;
3. Receiving equal and fair treatment;
4. Receiving payment of dividends and the remaining assets resulting from liquidation, in proportion to the number of shares owned; and
5. Exercising other rights based on the Articles of Association and prevailing laws and regulations.

Kebijakan remunerasi Direksi dan Dewan Komisaris ditetapkan melalui mekanisme Rapat Umum Pemegang Saham (RUPS). Dalam RUPS, pemegang saham memiliki hak untuk menyetujui atau menolak usulan kebijakan dan mekanisme remunerasi yang diajukan sesuai dengan ketentuan Anggaran Dasar dan peraturan perundang-undangan yang berlaku. Perseroan juga memberikan kesempatan kepada pemegang saham untuk menyampaikan pertanyaan, pendapat, dan masukan terkait kebijakan maupun realisasi remunerasi dalam forum RUPS sebagai bentuk transparansi dan akuntabilitas.

The remuneration policy for the Board of Directors and the Board of Commissioners is determined through the mechanism of General Meeting of Shareholders (GMS). At the GMS, shareholders have the rights to approve or reject the proposed remuneration policies and mechanisms in accordance with the provisions of the Articles of Association and prevailing laws and regulations. The Company also provides shareholders with the opportunity to ask questions, express opinions, and give inputs on both the remuneration policy and its implementation during the GMS as part of its commitment to transparency and accountability.

Saham Perseroan adalah saham atas nama dan dikeluarkan atas nama pemiliknya yang terdaftar dalam Daftar Pemegang Saham yang terdiri dari:

1. Saham Seri A Dwiwarna yang hanya khusus dapat dimiliki Negara Republik Indonesia; dan
2. Saham Seri B yang dapat dimiliki oleh Negara Republik Indonesia dan/atau masyarakat.

Pemegang Saham Seri A Dwiwarna dan Pemegang Saham Seri B mempunyai hak yang sama sepanjang Anggaran Dasar Perseroan tidak menetapkan lain. Selaras dengan yang tercantum dalam Anggaran Dasar Perseroan, saham Seri A Dwiwarna adalah saham yang dimiliki khusus oleh Negara Republik Indonesia yang memberikan kepada pemegangnya Hak Istimewa sebagai Pemegang Saham Seri A Dwiwarna, yaitu:

1. Hak untuk menyetujui dalam RUPS mengenai hal-hal sebagai berikut:
   a. Persetujuan pengangkatan dan pemberhentian anggota Direksi dan anggota Dewan Komisaris;
   b. Persetujuan perubahan Anggaran Dasar;
   c. Persetujuan perubahan struktur kepemilikan saham;
   d. Persetujuan terkait penggabungan, peleburan, pemisahan dan pembubaran; serta pengambilalihan Perseroan oleh perusahaan lain.
2. Hak untuk mengusulkan Calon Anggota Direksi dan Calon Anggota Dewan Komisaris;
3. Hak untuk mengusulkan mata acara RUPS;
4. Hak untuk meminta dan mengakses data dan dokumen Perseroan; dan
5. Hak untuk menetapkan kebijakan strategis agar selalu selaras dan sesuai dengan kebijakan dan peraturan yang berlaku pada Pemegang Saham Seri B terbanyak dengan kepemilikan sebagian besar saham Perseroan, dengan mekanisme penggunaan hak sesuai dengan ketentuan dalam Anggaran Dasar Perseroan dan peraturan perundang-undangan.

Pelaksanaan terhadap Hak Istimewa Pemegang Saham Seri A Dwiwarna tersebut dapat dikuasakan kepada Pemegang Saham Seri B dengan kepemilikan sebagian besar saham Perseroan, kecuali pelaksanaan Hak Istimewa pada angka 1.c dan 1.d.

Kemudian, berdasarkan Surat Kuasa Khusus Nomor SKK-10/MBU/05/2018 tanggal 9 Mei 2018 Pemegang Saham Seri A Dwiwarna memberikan kuasa khusus kepada

The Company's shares are shares in name and issued in the name of the owner registered in the Shareholder Register, consisting of:

1. Series A Dwiwarna shares, which can exclusively be owned by the Republic of Indonesia; and
2. Series B shares which can be owned by the Republic of Indonesia and/or the public.

Series A Dwiwarna Shareholders and Series B Shareholders have the same rights to the extent that the Company's Articles of Association do not stipulate otherwise. As outlined in the Company's Articles of Association, Series A Dwiwarna Shares are shares owned exclusively by the Republic of Indonesia which grants the holder Prerogative Rights as a Series A Dwiwarna Shareholder, namely:

1. The rights to agree at the GMS regarding the following matters:
   a. Approval of the appointment and dismissal of members of the Board of Directors and members of the Board of Commissioners;
   b. Approval of amendments to the Articles of Association;
   c. Approval of amendments to the shareholding structure;
   d. Approval regarding the merger, consolidation, separation, and dissolution; as well as the takeover of the Company by another company.
2. The right to nominate Candidates for Members of the Board of Directors and Candidates for Members of the Board of Commissioners;
3. The right to propose GMS agenda items;
4. The right to request for and access Company data and documents; and
5. The right to determine strategic policies to always remain aligned and in accordance with the policies and regulations that apply to Series B Shareholders with ownership of most of the Company's shares, with a mechanism for exercising rights in accordance with the provisions in the Company's Articles of Association and laws and regulations.

The exercise of the Series A Dwiwarna Shareholder's Prerogative Rights may be authorized to the Series B Shareholders with a majority ownership of the Company's shares, except for the exercise of the Prerogative Rights in points 1.c and 1.d.

Subsequently, pursuant to Special Power of Attorney Number SKK10/MBU/05/2018 dated May 9, 2018, the Series A Dwiwarna Shareholders grant special power of attorney

PT Pertamina (Persero) selaku Pemegang Saham Seri B dengan kepemilikan sebagian besar saham Perseroan untuk melakukan tindakan-tindakan yang menjadi kewenangan dan/atau hak Pemegang Saham Seri A Dwiwarna sebagaimana tercantum di atas, termasuk hak untuk menyetujui usulan Dewan Komisaris Perseroan atas tindakan-tindakan Direksi sebagaimana dimaksud dalam Anggaran Dasar Perseroan.

Tanggung Jawab Pemegang Saham

Selain memiliki hak, Pemegang Saham sebagai pemilik modal juga memiliki tanggung jawab yang harus dilaksanakan. Pada dasarnya, sesuai Pasal 3 ayat (1) UUPT, Pemegang Saham tidak bertanggung jawab secara pribadi atas perikatan yang dibuat atas nama Perseroan dan tidak bertanggung jawab atas kerugian Perseroan melebihi saham yang dimiliki. Prinsip ini diperjelas dalam bagian Penjelasan Pasal 3 ayat (1) UUPT bahwa Pemegang Saham hanya bertanggung jawab sebesar setoran atas seluruh saham yang dimilikinya dan tidak meliputi harta kekayaan pribadinya.

Dalam hal-hal tertentu tidak tertutup kemungkinan hapusnya tanggung jawab terbatas tersebut apabila terbukti terjadi hal-hal sebagaimana dimaksud Pasal 3 ayat (2) UUPT, yaitu:

1. Persyaratan Perseroan sebagai badan hukum belum atau tidak terpenuhi;
2. Pemegang Saham yang bersangkutan baik langsung maupun tidak langsung dengan itikad buruk memanfaatkan Perseroan untuk kepentingan pribadi;
3. Pemegang Saham yang bersangkutan terlibat dalam perbuatan melawan hukum yang dilakukan oleh Perseroan; dan
4. Pemegang Saham yang bersangkutan baik langsung maupun tidak langsung secara melawan hukum menggunakan kekayaan Perseroan, yang mengakibatkan kekayaan Perseroan menjadi tidak cukup untuk melunasi utang Perseroan.

Tanggung jawab Pemegang Saham sebesar setoran atas seluruh saham yang dimilikinya kemungkinan hapus apabila terbukti, antara lain terjadi pencampuran harta kekayaan pribadi Pemegang Saham dan harta kekayaan Perseroan sehingga Perseroan didirikan semata-mata sebagai alat yang dipergunakan Pemegang Saham untuk memenuhi tujuan pribadinya. Sebagai bentuk akuntabilitas, Pemegang Saham melaksanakan GCG sesuai dengan wewenang dan tanggung jawabnya.

to PT Pertamina (Persero) as the Series B shareholders with a majority ownership of the Company's shares to take actions, which is the authority and/or rights of the Series A Dwiwarna Shareholders as stated above, including the right to approve the proposal of the Company's Board of Commissioners on the Board of Directors' actions as referred to in the Company's Articles of Association.

Shareholders' Responsibilities

In addition to having rights, Shareholders as capital owners also have responsibilities that must be carried out. Substantially, according to Article 3 paragraph (1) of the Law on Limited Liability Companies (UUPT), Shareholders are not personally responsible for the engagement made on behalf of the Company and are not responsible for the Company's losses over the shares owned. This principle is made clear in the Elucidation section of Article 3 paragraph (1) of UUPT that Shareholders are solely responsible for the amount paid for all the shares they own and do not cover their own assets.

In certain events, this does not rule out the possibility of the elimination of the said limited liability if it is proven that the matters as referred to in Article 3 paragraph (2) UUPT occur, namely:

1. The Company's requirements as a legal entity have not been or are not met;
2. The relevant Shareholder, either directly or indirectly, in bad faith exploits the Company for personal gain;
3. The relevant Shareholder is involved in an unlawful act committed by the Company; and
.
4. The relevant Shareholder, either directly or indirectly, unlawfully uses the Company's assets, resulting in the Company's assets being insufficient to pay off the Company's debts.

Shareholders' responsibility in the amount of the deposit for all shares they own may be nullified if it is proven that, among other things, there is a mixing of the Shareholders' assets and the Company's assets so that the Company is established solely as a tool used by the Shareholders to fulfill their personal goals. As a form of accountability, Shareholders implement GCG in accordance with their authority and responsibility.

Perlakuan Adil Terhadap Pemegang Saham

PGN memastikan seluruh pemegang saham mendapatkan perlakuan yang adil dan setara melalui langkah berikut:

1. Hak suara dan dividen dihitung berdasarkan jumlah kepemilikan saham; dan
2. Perseroan menyediakan keterbukaan informasi yang sama kepada seluruh pemegang saham dalam waktu serentak, baik melalui situs web Perseroan, situs web Bursa Efek Indonesia, hingga melalui pertemuan langsung seperti *Public Expose* dan *Press Conference.*

Fair Treatment of Shareholders

PGN ensures that all shareholders receive fair and equal treatment through the following steps:

1. Voting rights and dividends are calculated based on the number of shares owned; and
2. The Company provides equal information disclosure to all shareholders simultaneously, both through the Company's website, the Indonesia Stock Exchange website, and through in-person meetings such as Public Exposes and Press Conferences.

PELAKSANAAN RUPS SEPANJANG TAHUN 2025

IMPLEMENTATION OF THE 2025 GMS

RUPS Tahunan Tahun Buku 2024 tanggal 28 Mei 2025

1. Waktu dan Tempat
   a. Hari/tanggal: Rabu, 28 Mei 2025
   b. Tempat: Auditorium Graha PGAS, Lantai 2, Jalan KH. Zainul Arifin Nomor 20, Jakarta, 11140
2. Kuorum
   RUPS Tahunan dihadiri oleh Pemegang Saham serta perwakilan/kuasa dari pemegang saham sebanyak 18.683.268.753 termasuk saham Seri A Dwiwarna atau mewakili 77,0713959% dari jumlah seluruh saham dengan hak suara yang sah yang telah dikeluarkan oleh Perseroan, yang seluruhnya berjumlah 24.241.508.196 saham. Dengan demikian, kuorum yang disyaratkan dalam Anggaran Dasar Perseroan telah dipenuhi dan karenanya RUPS Tahunan adalah sah dan berhak untuk mengambil keputusan yang sah dan mengikat mengenai hal-hal yang dibicarakan sesuai dengan agenda RUPS Tahunan.
3. Kehadiran Dewan Komisaris, yaitu:

Annual GMS for the 2024 Fiscal Year dated May 28, 2025

1. Time and Place
   a. Day/date: Wednesday, May 28, 2025
   b. Place: Auditorium Graha PGAS, Lantai 2, Jalan KH. Zainul Arifin Number 20, Jakarta, 11140
2. Quorum
   The Annual GMS was attended by shareholders and representatives/proxies of shareholders of 18.683.268.753, including Series A Dwiwarna shares representing 77,0713959% of the total number of shares with valid voting rights that have been issued by the Company, totaling 24.241.508.196. Thus, the quorum required in the Company's Articles of Association has been fulfilled, and therefore, the Annual GMS is valid and has the right to make valid and binding decisions regarding matters discussed in accordance with the agenda of the Annual GMS.
3. Attendance of Board of Commissioners, namely:

Komisaris Utama dan Komisaris Independen President Commissioner and Independent Commissioner	Amien Sunaryadi
Komisaris Independen Independent Commissioner	Abdullah Aufa Fuad
Komisaris Independen Independent Commissioner	Tony Setia Boedi Hoesodo
Komisaris Independen Independent Commissioner	Christian H. Siboro
Komisaris Independen Independent Commissioner	Dini Shanti Purwono

4. Kehadiran Direksi, yaitu:

4. Attendance of the Board of Directors, namely:

Direktur Utama President Director	Arief Setiawan Handoko
Direktur Keuangan Director of Finance	Fadjar Harianto Widodo
Direktur Komersial Director of Commercial	Ratih Esti Prihatini

Direktur Strategi dan Pengembangan Bisnis Director of Strategy and Business Development	Rosa Permata Sari
Direktur Infrastruktur dan Teknologi Director of Infrastructure and Technology	Harry Budi Sidharta
Direktur Manajemen Risiko Director Risk Management	Arief Kurnia Risdianto
Direktur SDM dan Penunjang Bisnis Director of HR and Business Support	Rachmat Hutama

5. Kehadiran Lembaga dan Profesi Penunjang Pasar Modal. Dalam melakukan proses penghitungan suara dan/ atau melakukan validasi, Perseroan dibantu oleh Biro Administrasi Efek PT Datindo Entrycom dan Notaris Ir. Nanette Cahyanie Handari Adi Warsito, S.H.
6. Hingga Laporan Tahunan ini diterbitkan, hasil Keputusan RUPS Tahunan Tahun Buku 2024 telah dilaksanakan seluruhnya. Penjelasan atas setiap mata acara RUPS Tahunan Tahun Buku 2024 sebagaimana tercantum dalam tabel di bawah ini.

5. Attendance of Capital Market Supporting Institutions and Professionals. In counting the vote and/or conducting the validation process, the Company was assisted by the Securities Administration Bureau PT Datindo Entrycom and Notary Ir. Nanette Cahyanie Handari Adi Warsito, S.H.
6. As of the publication of this Annual Report, the resolutions of the 2025 Annual GMS have been fully implemented. The explanation of each agenda item of the 2025 Annual GMS is set out in the table below.

Mata Acara 1 Agenda Item 1	Persetujuan Laporan Tahunan Perseroan Tahun Buku 2024 dan Laporan Tugas Pengawasan Dewan Komisaris Tahun Buku 2024.		Approval of the Company's Annual Report for the 2024 Fiscal Year and the Board of Commissioners' Supervisory Report for the 2024 Fiscal Year.
Jumlah Pemegang Saham yang mengajukan pertanyaan Number of Shareholders who raised questions	Terdapat 1 (satu) Pemegang Saham yang mengajukan pertanyaan.		1 (One) Shareholder raised a question.
Hasil Pemungutan Suara Voting Results	**Setuju |** In Favor	**Abstain**	**Tidak Setuju |** Against
	18.194.037.847 suara/ votes (97,3814491%)	478.155.706 suara/ votes (2,5592722%)	11.075.200 suara/ votes (0,0592787%)
Keputusan Mata Acara 1 Resolution of Agenda Item 1	Menyetujui Laporan Tahunan Perseroan termasuk Laporan Tugas Pengawasan Dewan Komisaris untuk Tahun Buku 2024, yang berakhir pada tanggal 31 Desember 2024, serta memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) kepada seluruh anggota Direksi atas tindakan pengurusan Perseroan dan Dewan Komisaris atas tindakan pengawasan Perseroan yang telah dijalankan selama tahun buku yang berakhir pada tanggal 31 Desember 2024, sepanjang tindakan tersebut bukan merupakan tindak pidana dan telah tercermin dalam buku-buku laporan Perseroan.		Approved the Company's Annual Report including the Board of Commissioners' Supervisory Report for the 2024 Fiscal Year, ending on December 31, 2024, and granting full release and discharge (volledig acquit et de charge) to all members of the Board of Directors for their management actions in the Company and the Board of Commissioners for their supervisory actions in the Company that have been carried out during the fiscal year ending on December 31, 2024, as long as such actions do not constitute a criminal offense and have been reflected in the Company's report books.
Tindak Lanjut Follow-up	Tidak terdapat hal-hal yang perlu ditindaklanjuti oleh Perseroan atas keputusan Mata Acara 1.		No matters need to be followed up by the Company regarding the resolution of Agenda Item 1.

Mata Acara 2 Agenda Item 2	Pengesahan Laporan Keuangan Tahunan Perseroan Tahun Buku 2024 dan Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil Perseroan Tahun Buku 2024, sekaligus Pemberian Pelunasan dan Pembebasan Tanggung Jawab Anggota Direksi dan Dewan Komisaris untuk Tahun Buku 2024.		Ratification of the Company's Annual Financial Statements of the 2024 Fiscal Year and the Financial Statements of Micro and Small Enterprises Financing Program for the 2024 Fiscal Year, as well as the granting of full release and discharge to members of the Board of Directors and Board of Commissioners for the 2024 Fiscal Year.
Jumlah Pemegang Saham yang mengajukan pertanyaan Number of Shareholders who raised questions	Tidak ada Pemegang Saham yang mengajukan pertanyaan.		No Shareholders raised any questions.
Hasil Pemungutan Suara Voting Results	**Setuju |** In Favor	**Abstain**	**Tidak Setuju |** Against
	17.886.733.147 suara/ votes (95,7366368%)	785.376.906 suara/ votes (4,203 6376%)	11.158.700 suara/ votes (0,0597256%)

Keputusan Mata Acara 2 Resolution of Agenda Item 2	Mengesahkan Laporan Keuangan Konsolidasian Perseroan yang telah diaudit oleh Kantor Akuntan Publik Purwantono, Sungkoro & Surja (*a member of Ernst & Young*) sesuai Laporan Nomor 00354/2.1032/AU.1/02/1726-3/1/III/2025 tanggal 25 Maret 2025 dengan opini "wajar, dalam semua hal yang material", serta mengesahkan Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil Perseroan untuk Tahun Buku 2024 yang berakhir pada tanggal 31 Desember 2024 yang menjadi bagian dari Laporan Tanggung Jawab Sosial dan Lingkungan yang telah diaudit oleh Kantor Akuntan Publik Purwantono, Sungkoro & Surja (*a member of Ernst & Young*) sesuai Laporan Nomor 00355/2.1032/AU.2/10/1726-3/1/III/2025 tanggal 25 Maret 2025 dengan opini "wajar, dalam semua hal yang material", serta memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) kepada seluruh anggota Direksi atas tindakan pengurusan Perseroan dan Dewan Komisaris atas tindakan pengawasan Perseroan yang telah dijalankan selama tahun buku yang berakhir pada tanggal 31 Desember 2024, sepanjang tindakan tersebut bukan merupakan tindak pidana dan telah tercermin dalam buku-buku laporan Perseroan.	Ratified the Company's Consolidated Financial Statements audited by the Public Accounting Firm Purwantono, Sungkoro & Surja (a member of Ernst & Young) in accordance with Report Number 00354/2.1032/AU.1/02/1726-3/1/III/2025 dated March 25, 2025 with the opinion "fair, in all material respects", and ratified the Company's Micro and Small Business Funding Program Financial Statements for the 2024 Fiscal Year ending December 31, 2024 which is part of the Corporate Social Responsibility Report audited by the Public Accounting Firm Purwantono, Sungkoro & Surja (a member of Ernst & Young) in accordance with Report Number 00355/2.1032/AU.2/10/1726-3/1/III/2025 dated March 25, 2025 with the opinion "fair, in all material respects", and granted full release and discharge (volledig acquit et de charge) to all members of the Board of Directors for their management actions in the Company and the Board of Commissioners for their supervisory actions in the Company that have been carried out during the financial year ending on December 31, 2024, as long as these actions do not constitute a criminal act and have been reflected in the Company's report books.
Tindak Lanjut Follow-up	Tidak terdapat hal-hal yang perlu ditindaklanjuti oleh Perseroan atas keputusan Mata Acara 2.	No matters need to be followed up by the Company regarding the resolution of Agenda Item 2.

Mata Acara 3 Agenda Item 3	Penetapan Penggunaan Laba Bersih, termasuk Pembagian Dividen untuk Tahun Buku 2024.	Approval of the distribution of the Company's Net Profit, including the dividend distribution for the 2024 Fiscal Year.
Jumlah Pemegang Saham yang mengajukan pertanyaan Number of Shareholders who raised questions	Tidak ada Pemegang Saham yang mengajukan pertanyaan.	No Shareholders raised any questions.

Hasil Pemungutan Suara Voting Results	**Setuju |** In Favor	**Abstain**	**Tidak Setuju |** Against
	18.287.332.633 suara/ votes (97,8807985%)	362.558.520 suara/ votes (1,9405519%)	33.377.600 suara/ votes (0,1786497%)

Keputusan Mata Acara 3 Resolution of Agenda Item 3	Menetapkan penggunaan Laba Bersih Konsolidasian yang dapat diatribusikan kepada pemilik entitas induk untuk Tahun Buku 2024 sebesar USD339,427,774 (tiga ratus tiga puluh sembilan juta empat ratus dua puluh tujuh ribu tujuh ratus tujuh puluh empat Dolar Amerika Serikat), sebagai berikut: 1. Sebesar 80% atau sejumlah USD271,542,219 (dua ratus tujuh puluh satu juta lima ratus empat puluh dua ribu dua ratus sembilan belas Dolar Amerika Serikat) ditetapkan sebagai Dividen Tunai. Pembayaran dilaksanakan dengan ketentuan sebagai berikut: a. Dividen untuk Tahun Buku 2024 dibayarkan secara proporsional kepada setiap Pemegang Saham yang namanya tercatat dalam Daftar Pemegang Saham pada tanggal pencatatan (*recording date*) dan dibayarkan secara tunai dalam mata uang Rupiah dengan menggunakan nilai tukar kurs tengah Bank Indonesia sesuai tanggal pelaksanaan RUPS Tahunan Tahun Buku 2024. b. Direksi diberi wewenang dan kuasa dengan hak substitusi untuk melakukan: i. Penetapan jadwal dan tata cara pembagian yang berkaitan dengan Pembayaran Dividen untuk Tahun Buku 2024 sesuai dengan ketentuan perundang-undangan; ii. Pemotongan pajak Dividen sesuai peraturan perpajakan yang berlaku; iii. Hal-hal terkait teknis lainnya sesuai dengan ketentuan perundang-undangan. 2. Sebesar 20% atau sejumlah USD67,885,555 (enam puluh tujuh juta delapan ratus delapan puluh lima ribu lima ratus lima puluh lima Dolar Amerika Serikat) digunakan sebagai saldo laba ditahan.	Determined the distribution of Consolidated Net Profit attributable to owners of the parent entity for the 2024 Fiscal Year in the amount of USD339,427,774 (three hundred thirty-nine million four hundred twenty-seven thousand seven hundred seventy-four United States Dollars), as follows: 1. 80%, or USD271,542,219 (two hundred seventy-one million five hundred forty-two thousand two hundred and nineteen United States Dollars), shall be designated as Cash Dividends. Payment shall be made under the following conditions: a. Dividends for the 2024 Fiscal Year shall be paid proportionally to each Shareholder whose name is registered in the Shareholder Register on the recording date and shall be paid in cash in Rupiah using Bank Indonesia's middle exchange rate as of the date of the 2024 Annual General Meeting of Shareholders. b. The Board of Directors is authorized and empowered with the right of substitution to: i. Determine the schedule and distribution procedures related to Dividend Payments for the 2024 Fiscal Year in accordance with statutory provisions; ii. Withhold dividend tax in accordance with applicable tax regulations; iii. Other technical matters in accordance with statutory provisions. 2. 20%, or USD67,885,555 (sixty-seven million eight hundred eighty-five thousand five hundred fifty-five United States Dollars), will be used as retained earnings.

Tindak Lanjut Follow-up	• Tata cara pembayaran Dividen Tunai Tahun Buku 2024 tercantum pada Ringkasan Risalah RUPS Tahunan PT Perusahaan Gas Negara Tbk yang dipublikasikan melalui situs web Perusahaan, situs web Bursa Efek Indonesia dan Otoritas Jasa Keuangan pada tanggal 2 Juni 2025. • Pembayaran Dividen Tunai Tahun Buku 2024 telah dilakukan pada tanggal 2 Juli 2025.	• The procedure for payment of Cash Dividends for the 2024 Fiscal Year is outlined in the Summary of Minutes of the Annual General Meeting of Shareholders of PT Perusahaan Gas Negara Tbk, published on the Company's website, the Indonesia Stock Exchange website, and the Financial Services Authority website on June 2, 2025. • The Cash Dividend payment for the 2024 Fiscal Year was made on July 2, 2025.

Mata Acara 4 Agenda Item 4	Penetapan Gaji/Honorarium berikut Fasilitas dan Tunjangan untuk Direksi dan Dewan Komisaris Perseroan Tahun Buku 2025, serta Tantiem/Insentif Kinerja/Insentif Khusus untuk Direksi dan Dewan Komisaris Perseroan atas Kinerja Tahun Buku 2024.	Determination of Salaries/Honoraria, Facilities, and Allowances for the Board of Directors and the Board of Commissioners of the Company for the 2025 Fiscal Year, and Tantiem/Performance Incentives/Special Incentives for the 2024 Fiscal Year Performance.
Jumlah Pemegang Saham yang mengajukan pertanyaan Number of Shareholders who raised questions	Terdapat 1 (satu) Pemegang Saham yang mengajukan pertanyaan namun tidak relevan dengan Mata Acara 4.	1 (One) Shareholder raised a question unrelated to Agenda Item 4.
Hasil Pemungutan Suara Voting Results	**Setuju** | In Favor: 17.152.889.809 suara/ votes (91,8088266%) **Abstain**: 365.417.720 suara/ votes (1,9558554%) **Tidak Setuju** | Against: 1.164.961.224 suara/ votes (6,2353180%)	
Keputusan Mata Acara 4 Resolution of Agenda Item 4	1. Memberikan wewenang dan kuasa kepada PT Pertamina (Persero) selaku Pemegang Saham Seri B Terbanyak Perseroan dengan terlebih dahulu berkonsultasi kepada Pemegang Saham Seri A Dwiwarna guna menetapkan bagi Anggota Dewan Komisaris: a. Tantiem/Insentif Kinerja/Insentif Khusus atas kinerja Tahun Buku 2024; dan b. Honorarium, tunjangan, dan fasilitas untuk Tahun Buku 2025. 2. Memberikan wewenang dan kuasa kepada Dewan Komisaris Perseroan dengan terlebih dahulu mendapatkan persetujuan tertulis dari PT Pertamina (Persero) selaku Pemegang Saham Seri B Terbanyak Perseroan setelah berkonsultasi kepada Pemegang Saham Seri A Dwiwarna guna menetapkan bagi Anggota Direksi: a. Tantiem/Insentif Kinerja/Insentif Khusus atas kinerja Tahun Buku 2024; dan b. Gaji, tunjangan, dan fasilitas untuk Tahun Buku 2025.	1. Granting authority and power to PT Pertamina (Persero) as the Company's largest B Series Shareholder, with prior consultation with the Dwiwarna A Series Shareholders, to determine the following for members of the Board of Commissioners: a. Tantiem/Performance Incentives/Special Incentives for performance in the 2024 Fiscal Year; and b. Honoraria, allowances, and facilities for the 2025 Fiscal Year. 2. Granting authority and power to the Company's Board of Commissioners, after obtaining written approval from PT Pertamina (Persero) as the largest B Series Shareholder of the Company, with prior consultation with the Dwiwarna A Series Shareholders, to determine the following for members of the Board of Directors: a. Tantiem/Performance Incentives/Special Incentives for performance in the 2024 Fiscal Year; and b. Salaries, allowances, and facilities for the 2025 Fiscal Year.
Tindak Lanjut Follow-up	Besaran Remunerasi tahun 2025 bagi anggota Direksi dan Dewan Komisaris mengikuti Surat Nomor: 63P/ SKEL.00/D-KOM/2024 tanggal 30 September 2024 perihal Penetapan Penghargaan atas Kinerja Tahunan Tahun Buku 2023, Remunerasi 2024 serta Pelaksanaan Pembayaran Tantiem Yang Ditangguhkan Tahun Buku 2022 Anggota Direksi dan Dewan Komisaris PT Perusahaan Gas Negara Tbk yang merupakan tindaklanjut dari Surat Direktur Utama PT Pertamina (Persero) Nomor: R-053/ C00000/2024-S8 tanggal 27 September 2024 perihal Penetapan Penghargaan atas Kinerja Tahun Buku 2023 dan Remunerasi 2024 Anggota Direksi dan Dewan Komisaris PT Perusahaan Gas Negara Tbk.	The amount of remuneration for 2025 for members of the Board of Directors and Board of Commissioners is in accordance with Letter Number: 63P/SKEL.00/ D-KOM/2024 dated September 30, 2024 on the Determination of Annual Performance Awards for the 2023 Fiscal Year. the 2024 Remuneration as well as the Implementation of Deferred Tantiem Payments for the 2022 Fiscal Year for Members of the Board of Directors and Board of Commissioners of PT Perusahaan Gas Negara Tbk, which is a follow-up to the Letter of the President Director of PT Pertamina (Persero) Number: R-053/ C00000/ 2024-S8 dated September 27, 2024 on the Determination of Awards for Performance in the 2023 Fiscal Year and the 2024 Remuneration of Members of the Board of Directors and Board of Commissioners of PT Pertamina Gas Negara Tbk.

Mata Acara 5 Agenda Item 5	Penetapan Kantor Akuntan Publik untuk melaksanakan Audit Laporan Keuangan Konsolidasian Tahun Buku 2025, Audit Kepatuhan PSA 62, Audit Laporan Keuangan Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) Terkait Program Tanggung Jawab Sosial dan Lingkungan, dan Penerapan Prosedur Yang Disepakati atas Laporan Hasil Evaluasi Kinerja KPI Korporat dan KPI Individual Tahun Buku 2025.	Appointment of a Public Accounting Firm to conduct the Audit of the Consolidated Financial Statements for the 2025 Fiscal Year, the PSA 62 Compliance Audit, the Audit of the Financial Statements for Micro and Small Business Funding (PUMK) related to the Social and Environmental Responsibility Program, and the Application of Agreed-Upon Procedures on the Report of the Evaluation of Corporate KPI and Individual KPI Performance for the 2025 Fiscal Year.
Jumlah Pemegang Saham yang mengajukan pertanyaan Number of Shareholders who raised questions	Tidak ada Pemegang Saham yang mengajukan pertanyaan.	No Shareholders raised any questions.

Hasil Pemungutan Suara Voting Results	**Setuju |** In Favor	**Abstain**	**Tidak Setuju |** Against
	16.881.907.251 suara/ votes (90,3584243%)	658.715.920 suara/ votes (3,5256995%)	1.142.645.582 suara/ votes (6,1158762%)

Keputusan Mata Acara 5 Resolution of Agenda Item 5	Memberikan pelimpahan wewenang kepada Dewan Komisaris dengan berkoordinasi terlebih dahulu dengan Pemegang Saham Seri B Terbanyak untuk: 1. Menunjuk Kantor Akuntan Publik untuk melaksanakan Audit Laporan Keuangan Konsolidasian Tahun Buku 2025, Audit Kepatuhan PSA 62, Audit Laporan Keuangan Pendanaan Usaha Mikro dan Usaha Kecil terkait Program Tanggung Jawab Sosial dan Lingkungan, dan Penerapan Prosedur Yang Disepakati Atas Laporan Hasil Evaluasi Kinerja KPI Korporat dan KPI Individual Tahun Buku 2025. 2. Menetapkan besaran imbalan jasa audit Kantor Akuntan Publik yang telah disetujui pada keputusan angka 1 di atas dan penambahan ruang lingkup pekerjaan yang diperlukan dan persyaratan lainnya yang wajar bagi Kantor Akuntan Publik tersebut. 3. Menetapkan Akuntan Publik dan/atau Kantor Akuntan Publik Pengganti apabila Kantor Akuntan Publik yang telah ditunjuk tidak dapat melanjutkan atau melaksanakan tugas karena sebab apa pun berdasarkan ketentuan dan peraturan pasar modal; serta menetapkan kondisi, persyaratan penunjukan dan honorarium Kantor Akuntan Publik Pengganti.	Granting authority to the Board of Commissioners, with prior coordination with the Largest B Series Shareholders, for: 1. Appointing a Public Accounting Firm to conduct the Audit of the Consolidated Financial Statements for the 2025 Fiscal Year, the PSA 62 Compliance Audit, the Audit of the Financial Statements for Micro and Small Business Funding related to the Social and Environmental Responsibility Program, and the Application of Agreed-Upon Procedures on the Report of the Evaluation of Corporate KPI and Individual KPI Performance for the Fiscal Year 2025. 2. Determining the amount of audit fees for the Public Accounting Firm as approved in the resolution number 1 above, and the addition of the necessary scope of work and other reasonable requirements for the Public Accounting Firm. 3. Appointing a Public Accountant and/or a Substitute Public Accounting Firm if the appointed Public Accounting Firm is unable to continue or perform its duties for any reason based on capital market rules and regulations; as well as determining the conditions, requirements for appointment, and honorarium of the Substitute Public Accounting Firm.
Tindak Lanjut Follow-up	Penetapan Akuntan Publik dari Kantor Akuntan Publik Purwanto Susanti dan Surja (*a member firm of Ernst & Young Global Limited*) berdasarkan Surat Keputusan Dewan Komisaris Nomor Kep-14/DKOM/2025 tanggal 10 Juli 2025 perihal Penunjukan Kantor Akuntan Publik sebagai Pelaksana Audit Laporan Keuangan Konsolidasian, Audit Kepatuhan Pernyataan Standar Auditing (PSA) 62, Audit Independen/Eksternal atas Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil terkait Program Tanggung Jawab Sosial dan Lingkungan, Audit Penerapan Prosedur Yang Disepakati sehubungan dengan Laporan Hasil Evaluasi Kinerja *Key Performance Indicator* (KPI) Korporat dan KPI Individual Direksi untuk Tahun Buku 2025 bagi PT Perusahaan Gas Negara Tbk.	Appointment of Public Accountants from Purwanto Susanti and Surja Public Accounting Firm (a member firm of Ernst & Young Global Limited) based on the Board of Commissioners Decree Number Kep-14/DKOM/2025 dated July 10, 2025 on the Appointment of a Public Accounting Firm as the Auditor of the Consolidated Financial Statements, the Compliance Audit of Auditing Standards Statement (PSA) 62, Independent/External Audit of the Financial Statements for Micro and Small Business Funding related to the Social and Environmental Responsibility Program, Audit of the Implementation of Agreed-Upon Procedures in relation to the Report on the Evaluation of Corporate Key Performance Indicators (KPIs) and Individual KPIs of the Board of Directors for the 2025 Fiscal Year for PT Perusahaan Gas Negara Tbk.

Mata Acara 6 Agenda Item 6	Persetujuan Penugasan Khusus kepada Perseroan.	Approval of Special Assignment to the Company.
Jumlah Pemegang Saham yang mengajukan pertanyaan Number of Shareholders who raised questions	Tidak ada Pemegang Saham yang mengajukan pertanyaan.	No Shareholders raised any questions.

Hasil Pemungutan Suara Voting Results	**Setuju** | In Favor	**Abstain**	**Tidak Setuju** | Against
	14.244.562.520 suara/ votes (76,2423466%)	365.434.212 suara/ votes (1,9559437%)	4.073.272.021 suara/ votes (21,8017097 %)

Keputusan Mata Acara 6 Resolution of Agenda Item 6	Memberikan kuasa dan wewenang kepada Menteri BUMN selaku Pemegang Saham Seri A Dwiwarna dengan terlebih dahulu mendapatkan persetujuan dari Presiden Republik Indonesia, untuk menyetujui penugasan khusus Pemerintah kepada Perseroan dalam rangka: 1. Pembangunan dan Pengelolaan Jaringan Gas Bumi Non APBN; dan 2. Pembangunan dan Pengoperasian Pipa Gas Bumi Tegal-Cilacap; yang pelaksanaannya dilakukan sesuai dengan ketentuan perundang-undangan.	Granting power and authority to the Minister of State-Owned Enterprises as the holder of Dwiwarna A Series Shares, with prior approval from the President of the Republic of Indonesia, to approve the Government's special assignment to the Company for the following purposes: 1. Development and Management of Non-State Budget Natural Gas Networks; and 2. The construction and operation of the Tegal-Cilacap Natural Gas Pipeline; the implementation of which shall be carried out in accordance with the statutory provisions.
Tindak Lanjut Follow-up	Perseroan telah melaksanakan serangkaian pembahasan dengan Kementerian/ Lembaga terkait. Saat ini, Pemerintah melalui Kementerian/ Lembaga terkait sedang menyusun rancangan peraturan yang mengatur secara rinci Penugasan Khusus sebagai turunan dari Undang-Undang Nomor 19 Tahun 2003 Tentang Badan Usaha Milik Negara sebagai diubah terakhir kali melalui Undang-Undang Nomor 16 Tahun 2025 tentang Perubahan Keempat Undang-Undang Nomor 19 Tahun 2003 Tentang Badan Usaha Milik Negara.	The Company has held a series of discussions with relevant Ministries/Institutions. Currently, the Government, through the relevant Ministries/Institutions, is drafting a regulation that regulates in detail the Special Assignment as a derivative of Law Number 19 of 2003 on State-Owned Enterprises as last amended by Law Number 16 of 2025 ong the Fourth Amendment to Law Number 19 of 2003 on State-Owned Enterprises.

Mata Acara 7 Agenda Item 7	Perubahan Susunan Pengurus Perseroan.	Changes to the Composition of the Company's Management
Jumlah Pemegang Saham yang mengajukan pertanyaan Number of Shareholders who raised questions	Tidak ada Pemegang Saham yang mengajukan pertanyaan.	No Shareholders raised any questions.

Hasil Pemungutan Suara Voting Results	**Setuju** | In Favor	**Abstain**	**Tidak Setuju** | Against
	13.895.498.028 suara/ votes (74,3740199%)	672.670.320 suara/ votes (3,6003888%)	4.115.100.405 suara/ votes (22,0255912%)

Keputusan Mata Acara 7 Resolution of Agenda Item 7	1. Mengukuhkan pemberhentian dengan hormat anggota-anggota Dewan Komisaris Perseroan sebagai berikut: b. Sdr. Luky Alfirman sebagai Komisaris terhitung sejak tanggal 25 Maret 2025; c. Sdr. Warih Sadono sebagai Komisaris terhitung sejak tanggal 15 Mei 2025. 2. Mengangkat kembali Sdr. Warih Sadono sebagai Komisaris Perseroan untuk periode kedua. 3. Bagi anggota Dewan Komisaris yang diangkat sebagaimana dimaksud pada angka 2 dan masih menjabat pada jabatan lain yang dilarang oleh peraturan perundang-undangan untuk dirangkap dengan jabatan Dewan Komisaris Anak Perusahaan Badan Usaha Milik Negara, maka yang bersangkutan harus mengundurkan diri atau diberhentikan dari jabatan tersebut.	1. Ratifying the honorable dismissal of the following members of the Company's Board of Commissioners: a. Luky Alfirman as Commissioner, effective as of March 25, 2025; b. Warih Sadono as Commissioner, effective as of May 15, 2025. 2. Reappointing Warih Sadono as Commissioner of the Company for the second term. 3. For members of the Board of Commissioners appointed as referred to in point 2 who are still holding other positions prohibited by laws and regulations from being concurrently held with the position of Commissioner of a Subsidiary of a State-Owned Enterprise, the relevant member shall resign from or be dismissed from such position.

	4. Pengukuhan pemberhentian dan pengangkatan anggota-anggota Dewan Komisaris Perseroan sebagaimana dimaksud pada angka 1 dan angka 2 agar ditetapkan dalam RUPS Perseroan, dengan memperhatikan ketentuan Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku. 5. Hasil penetapan RUPS atas pengukuhan pemberhentian dan pengangkatan anggota-anggota Dewan Komisaris Perseroan sebagaimana dimaksud pada angka 4 agar disampaikan kepada Kementerian BUMN melalui pembaruan data Portal HC Kementerian BUMN sebagaimana telah diatur dalam Pasal 54 ayat (4) Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara, selambat-lambatnya lima hari kerja setelah pelaksanaan RUPS tersebut.	4. Ratification of the dismissal and appointment of members of the Board of Commissioners of the Company as referred to in points 1 and 2 shall be resolved at a Company's GMS, with due observance of the provisions of the Company's Articles of Association and the prevailing laws and regulations. 5. The results of the GMS determination regarding the ratification of the dismissal and appointment of members of the Board of Commissioners of the Company as referred to in point 4 shall be submitted to the Ministry of State-Owned Enterprises through the updating of data in the Ministry of SOEs HC Portal, as stipulated in Article 54 paragraph (4) of Minister of SOEs Regulation Number PER-3/MBU/03/2023 on the Organs and Human Resources of State-Owned Enterprises, no later than five (5) working days after the implementation of the GMS.
Tindak Lanjut Follow-up	Pemberhentian dan pengangkatan Anggota Dewan Komisaris telah dilaporkan kepada OJK melalui Surat Nomor 037600.S/KU.06.01/COS/2025 tanggal 2 Juni 2025 perihal Informasi Perubahan Pengurus PT Perusahaan Gas Negara Tbk, dan dituangkan dalam Akta Pernyataan Keputusan Rapat Umum Pemegang Saham Tahunan PT Perusahaan Gas Negara Tbk Nomor 31 tanggal 13 Juni 2025 yang dibuat di hadapan Notaris Ir. Nanette Cahyanie Handari Adi Warsito, S.H., Notaris di Jakarta. Akta tersebut telah disampaikan dan diterima oleh Menteri Hukum Republik Indonesia berdasarkan Surat Menteri Hukum Nomor AHU-AH.01.09-0298509 tanggal 16 Juni 2025 Perihal Penerimaan Pemberitahuan Perubahan Data Perseroan PT Perusahaan Gas Negara Tbk.	The dismissal and appointment of members of the Board of Commissioners have been reported to the FSA through Letter Number 037600.S/KU.06.01/COS/2025 dated June 2, 2025 on the Information on Changes to the Management of PT Perusahaan Gas Negara Tbk, and outlined in the Deed of Statement of the Annual General Meeting of Shareholders of PT Perusahaan Gas Negara Tbk Number 31 dated June 13, 2025, drawn up before Notary Ir. Nanette Cahyanie Handari Adi Warsito, S.H., Notary in Jakarta. The deed has been submitted to and received by the Minister of Law of the Republic of Indonesia based on the Minister of Law's Letter Number AHU-AH.01.09-0298509 dated June 16, 2025 on the Receipt of Notification of Changes to the Company Data of PT Perusahaan Gas Negara Tbk.

RUPS Luar Biasa tanggal 27 Agustus 2025

1. Waktu dan Tempat
   a. Hari/tanggal: Rabu, 27 Agustus 2025
   b. Tempat: Auditorium Graha PGAS, Lantai 2, Jalan KH. Zainul Arifin Nomor 20, Jakarta, 11140.
2. Kuorum
   RUPS Luar Biasa dihadiri oleh Pemegang Saham dan/atau perwakilan/kuasa dari Pemegang Saham sebanyak 18.634.197.885 termasuk saham Seri A Dwiwarna atau mewakili 76,8689709% dari seluruh jumlah saham dengan hak suara yang sah yang telah dikeluarkan oleh Perseroan, yang seluruhnya berjumlah 24.241.508.196 saham. Dengan demikian, kuorum yang disyaratkan dalam Anggaran Dasar Perseroan telah dipenuhi dan karenanya RUPS Luar Biasa adalah sah dan berhak untuk mengambil keputusan yang sah dan mengikat mengenai hal-hal yang dibicarakan sesuai dengan agenda RUPS Luar Biasa.
3. Kehadiran Dewan Komisaris, yaitu:

Extraordinary GMS dated August 27, 2025

1. Time and Place
   a. Day/date: Wednesday, August 27, 2025
   b. Place: Graha PGAS Auditorium, 2nd Floor, Jl. KH. Zainul Arifin Number 20, Jakarta, 11140.
2. Quorum
   The EGMS was attended by Shareholders and/or representatives/proxies of Shareholders amounting to 18,634,197,885 including the Dwiwarna A Series shares or representing 76.8689709% of the total number of valid voting shares issued by the Company, which amounted to 24,241,508,196 shares. Thus, the quorum required in the Company's Articles of Association has been met and therefore the EGMS is valid and has the right to make valid and binding resolutions on matters discussed in accordance with the EGMS agenda.
3. The attendance of the Board of Commissioners, namely:

Komisaris Utama dan Komisaris Independen President Commissioner and Independent Commissioner	Amien Sunaryadi
Komisaris Independen Independent Commissioner	Abdullah Aufa Fuad
Komisaris Independen Independent Commissioner	Tony Setia Boedi Hoesodo
Komisaris Independen Independent Commissioner	Christian H. Siboro
Komisaris Independen Independent Commissioner	Dini Shanti Purwono
Komisaris Commissioner	Warih Sadono

4. Kehadiran Direksi, yaitu:

4. The attendance of the Board of Directors, namely:

Direktur Utama President Director	Arief Setiawan Handoko
Direktur Keuangan Director of Finance	Fadjar Harianto Widodo
Direktur Komersial Director of Commercial	Ratih Esti Prihatini
Direktur Strategi dan Pengembangan Bisnis merangkap PTH Direktur Infrastruktur dan Teknologi Director of Strategy and Business Development, serving as Acting Director of Infrastructure and Technology	Rosa Permata Sari
Direktur Infrastruktur dan Teknologi Director of Infrastructure and Technology	Harry Budi Sidharta
Direktur Manajemen Risiko Director Risk Management	Arief Kurnia Risdianto
Direktur SDM dan Penunjang Bisnis Director of HR and Business Support	Rachmat Hutama

5. Kehadiran Lembaga dan Profesi Penunjang Pasar Modal. Dalam melakukan proses penghitungan suara dan/ atau melakukan validasi, Perseroan dibantu oleh Biro Administrasi Efek PT Datindo Entrycom dan Notaris Ir. Nanette Cahyanie Handari Adi Warsito, S.H.
6. Hingga Laporan Tahunan ini diterbitkan, hasil Keputusan RUPS Luar Biasa telah dilaksanakan. Penjelasan mata acara RUPS Luar Biasa sebagaimana tercantum dalam tabel di bawah ini.

5. Attendance of Capital Market Supporting Institutions and Professionals. In counting the vote and/or conducting validation process, the Company was assisted by the Securities Administration Bureau of PT Datindo Entrycom and Notary Ir. Nanette Cahyanie Handari Adi Warsito, S.H.
6. As of the publication of this Annual Report, the resolutions of the Extraordinary GMS have been implemented. The explanation of each agenda item of the Extraordinary GMS is set out in the table below.

Mata Acara Rapat Meeting Agenda Item	Perubahan Susunan Pengurus Perseroan.	Changes to the Composition of the Company's Management
Jumlah Pemegang Saham yang mengajukan pertanyaan Number of Shareholders who raised questions	Tidak ada Pemegang Saham yang mengajukan pertanyaan.	No Shareholders raised any questions.
Hasil Pemungutan Suara Voting Results	**Setuju |** In Favor 14.062.836.823 suara/ votes (75,4678946%)	**Abstain** 468.053.313 suara/ votes (2,5117975%)
	Tidak Setuju | Against 4.103.307.749 suara/ votes (22,0203079%)	
Keputusan Mata Acara Resolutions of Agenda Item	1. Mengukuhkan pemberhentian dengan hormat Sdr. Harry Budi Sidharta sebagai Direktur Infrastruktur dan Teknologi Perseroan terhitung sejak tanggal 4 Juli 2025. 2. Memberhentikan dengan hormat anggota-anggota Direksi dan Dewan Komisaris Perseroan sebagai berikut: a. Sdr. Arief Setiawan Handoko sebagai Direktur Utama b. Sdr. Fadjar Harianto Widodo sebagai Direktur Keuangan c. Sdri. Ratih Esti Prihatini sebagai Direktur Komersial d. Sdri. Rosa Permata Sari sebagai Direktur Strategi dan Pengembangan Bisnis e. Sdr. Amien Sunaryadi sebagai Komisaris Utama dan Komisaris Independen f. Sdr. Warih Sadono sebagai Komisaris g. Sdr. Abdullah Aufa Fuad sebagai Komisaris Independen h. Sdr. Christian H. Siboro sebagai Komisaris Independen i. Sdri. Dini Shanti Purwono sebagai Komisaris Independen 3. Mengalihkan tugas anggota-anggota Direksi dan Dewan Komisaris Perseroan sebagai berikut:	1. Ratifying the honorable dismissal of Harry Budi Sidharta as Director of Infrastructure and Technology of the Company, effective as of July 4, 2025. 2. Honorably dismissing the following members of the Company's Board of Directors and Board of Commissioners: a. Arief Setiawan Handoko as President Director b. Fadjar Harianto Widodo as Director of Finance c. Ratih Esti Prihatini as Director of Commerce d. Rosa Permata Sari as Director of Strategy and Business Development e. Amien Sunaryadi as President Commissioner and Independent Commissioner f. Warih Sadono as Commissioner g. Abdullah Aufa Fuad as Independent Commissioner h. Christian H. Siboro as Independent Commissioner i. Dini Shanti Purwono as Independent Commissioner 3. Transferring the duties of the members of the Board of Directors and Board of Commissioners of the Company as follows:

Nama | Name	Semula | Initially	Menjadi | Appointed as
Arief Kurnia Risdianto	Direktur Manajemen Risiko Director Risk Management	Direktur Utama President Director
Tony Setia Boedi Hoesodo	Komisaris Independen Independent Commissioner	Komisaris Utama merangkap Komisaris Independen President Commissioner concurrently serving as Independent Commissioner

dengan masa jabatan meneruskan sisa masa jabatan-jabatan sesuai Keputusan RUPS Pengangkatan masing-masing.

4. Mengangkat anggota Direksi dan Dewan Komisaris Perseroan adalah sebagai berikut:
   a. Sdr. Hery Murahmanta sebagai Direktur Infrastruktur dan Teknologi
   b. Sdr. Catur Dermawan sebagai Direktur Keuangan
   c. Sdr. Mirza Mahendra sebagai Direktur Strategi dan Pengembangan Bisnis
   d. Sdr. Aldiansyah Idham sebagai Direktur Komersial
   e. Sdr. Eri Surya Kelana sebagai Direktur Manajemen Risiko
   f. Sdr. Edward Omar Sharif Hiariej sebagai Komisaris
   g. Sdr. Rambe Kamarul Zaman sebagai Komisaris
   h. Sdr. Thanon Aria Dewangga sebagai Komisaris
   i. Sdri. Conny Lolyta Rumondor sebagai Komisaris Independen
   j. Sdr. Widjono Hardjanto sebagai Komisaris Independen

5. Masa jabatan anggota-anggota Direksi dan Dewan Komisaris yang diangkat sebagaimana dimaksud pada angka 4, sesuai dengan ketentuan Anggaran Dasar Perseroan, tanpa mengurangi hak RUPS untuk memberhentikan sewaktu-waktu.

6. Bagi anggota-anggota Direksi dan Dewan Komisaris yang akan diangkat sebagaimana dimaksud pada angka 4 dan masih menjabat pada jabatan lain yang dilarang oleh peraturan perundang-undangan untuk dirangkap dengan jabatan Direksi dan Dewan Komisaris Anak Perusahaan Badan Usaha Milik Negara, maka yang bersangkutan harus mengundurkan diri atau diberhentikan dari jabatan-jabatan tersebut.
7. Pengukuhan pemberhentian, pemberhentian, pengalihan tugas, dan pengangkatan anggota-anggota Direksi dan Dewan Komisaris Perseroan sebagaimana dimaksud pada angka 1, angka 2, angka 3 dan angka 4, agar ditetapkan dalam Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) Perseroan, dengan memperhatikan ketentuan Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku.
8. Hasil penetapan RUPSLB atas pengukuhan pemberhentian, pemberhentian, pengalihan tugas, dan pengangkatan anggota-anggota Direksi dan Dewan Komisaris Perseroan sebagaimana dimaksud pada angka 7 agar disampaikan kepada Kementerian BUMN melalui pembaruan data Portal HC Kementerian BUMN sebagaimana telah diatur dalam Pasal 54 ayat (4) Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara, selambat-lambatnya lima hari kerja setelah pelaksanaan RUPSLB tersebut.

with a term of office continuing the remaining term of office in accordance with the respective GMS resolutions on their appointments.

4. Appointing the members of the Board of Directors and Board of Commissioners of the Company, as follows:
   a. Hery Murahmanta as Director of Infrastructure and Technology
   b. Catur Dermawan as Director of Finance
   c. Mirza Mahendra as Director of Strategy and Business Development
   d. Aldiansyah Idham as Director of Commerce
   e. Eri Surya Kelana as Director of Risk Management
   f. Edward Omar Sharif Hiariej as Commissioner
   g. Rambe Kamarul Zaman as Commissioner
   h. Thanon Aria Dewangga as Commissioner
   i. Conny Lolyta Rumondor as Independent Commissioner
   j. Widjono Hardjanto as Independent Commissioner

5. The term of office of the members of the Board of Directors and Board of Commissioners appointed as referred to in point 4 shall be in accordance with the provisions of the Company's Articles of Association, without reducing the rights of the GMS to dismiss them at any time.
6. Members of the Board of Directors and Board of Commissioners who will be appointed as referred to in point 4 and still hold other positions that are prohibited by law from being concurrently held with positions on the Board of Directors and Board of Commissioners of a State-Owned Enterprise Subsidiary must resign or be dismissed from those positions.
7. The ratification of the dismissal, transfer of duties, and appointment of members of the Board of Directors and Board of Commissioners of the Company as referred to in points 1, 2, 3, and 4 shall be determined at an Extraordinary General Meeting of Shareholders (EGMS) of the Company, with regard to the provisions of the Company's Articles of Association and applicable laws and regulations.
8. The results of the EGMS decision on the confirmation of dismissal, transfer of duties, and appointment of members of the Company's Board of Directors and Board of Commissioners as referred to in point 7 shall be submitted to the Ministry of SOEs through updating the data on the Ministry of SOEs' HC Portal as stipulated in Article 54 paragraph (4) of the Minister of SOEs Regulation Number PER-3/MBU/03/2023 on the Organs and Human Resources of State-Owned Enterprises, no later than five (5) working days after the implementation of the EGMS.

Tindak Lanjut Follow-up	Pemberhentian dan pengangkatan Anggota Dewan Komisaris dan Direksi telah dilaporkan kepada OJK melalui Surat Nomor 055100.S/KU.06.01/COS/2025 tanggal 29 Agustus 2025 perihal Informasi Perubahan Pengurus PT Perusahaan Gas Negara Tbk, dan dituangkan dalam Akta Pernyataan Keputusan Rapat Umum Pemegang Saham Luar Biasa PT Perusahaan Gas Negara Tbk Nomor 01 tanggal 9 September 2025 yang dibuat di hadapan Notaris Ir. Nanette Cahyanie Handari Adi Warsito, S.H., Notaris di Jakarta. Atas tersebut telah disampaikan dan diterima oleh Menteri Hukum Republik Indonesia berdasarkan Surat Menteri Hukum Nomor AHU-AH.01.09-0336642 tanggal 11 September 2025 perihal Penerimaan Pemberitahuan Perubahan Data Perseroan PT Perusahaan Gas Negara Tbk.	The dismissal and appointment of Members of the Board of Commissioners and Board of Directors have been reported to the FSA through Letter Number 055100.S/KU.06.01/COS/2025 dated August 29, 2025 on the Information on Changes to the Management of PT Perusahaan Gas Negara Tbk, and outlined in the Deed of Statement of the Extraordinary General Meeting of Shareholders of PT Perusahaan Gas Negara Tbk Number 01 dated September 9, 2025 made before a Notary Ir. Nanette Cahyanie Handari Adi Warsito, S.H., Notary in Jakarta. The deed has been submitted to and received by the Minister of Law of the Republic of Indonesia based on the Minister of Law's Letter Number AHU-AH.01.09-0336642 dated September 11, 2025 on the Receipt of Notification of Changes to the Company Data of PT Perusahaan Gas Negara Tbk.

RUPS Luar Biasa tanggal 29 Desember 2025

1. Waktu dan Tempat
   a. Hari/tanggal: Senin, 29 Desember 2025
   b. Tempat: Auditorium Graha PGAS, Lantai 2, Jalan KH. Zainul Arifin Nomor 20, Jakarta, 11140.
2. Kuorum
   RUPS Luar Biasa dihadiri oleh Pemegang Saham dan/atau perwakilan/kuasa dari Pemegang Saham sebanyak 20.761.421.407 termasuk saham Seri A Dwiwarna atau mewakili 85,6440995% dari seluruh jumlah saham dengan hak suara yang sah yang telah dikeluarkan oleh Perseroan, yang seluruhnya berjumlah 24.241.508.196 saham. Dengan demikian, kuorum yang disyaratkan dalam Anggaran Dasar Perseroan telah dipenuhi dan karenanya RUPS Luar Biasa adalah sah dan berhak untuk mengambil keputusan yang sah dan mengikat mengenai hal-hal yang dibicarakan sesuai dengan agenda RUPS Luar Biasa.
3. Kehadiran Dewan Komisaris, yaitu:

Extraordinary GMS dated December 29, 2025

1. Time and Place
   a. Day/date: Monday, December 29, 2025
   b. Place: Graha PGAS Auditorium, 2nd Floor, Jl. KH. Zainul Arifin Number 20, Jakarta, 11140.
2. Quorum
   The EGMS was attended by Shareholders and/or representatives/proxies of Shareholders amounting to 20,761,421,407 including the Dwiwarna A Series shares or representing 85.6440995% of the total number of valid voting shares issued by the Company, which amounted to 24,241,508,196 shares. Thus, the quorum required in the Company's Articles of Association has been met and therefore the EGMS is valid and has the right to make valid and binding resolutions on matters discussed in accordance with the Extraordinary GMS agenda.
3. The attendance of the Board of Commissioners, namely:

Komisaris Utama merangkap Komisaris Independen President Commissioner concurrently serving as Independent Commissioner	Tony Setia Boedi Hoesodo
Komisaris Commissioner	Thanon Aria Dewangga
Komisaris Commissioner	Rambe Kamarul Zaman
Komisaris Independen Independent Commissioner	Conny Lolyta Rumondor
Komisaris Commissioner	Edward Omar Sharif Hiariej

4. Kehadiran Direksi, yaitu:

4. The attendance of the Board of Directors, namely:

Direktur Utama President Director	Arief Kurnia Risdianto
Direktur Keuangan Director of Finance	Catur Dermawan
Direktur Strategi dan Pengembangan Bisnis Director of Strategy and Business Development	Mirza Mahendra
Direktur Komersial Director of Commercial	Aldiansyah Idham
Direktur Infrastruktur dan Teknologi Director of Infrastructure and Technology	Hery Murahmanta
Direktur SDM dan Penunjang Bisnis Director of HR and Business Support	Rachmat Hutama
Direktur Manajemen Risiko Director Risk Management	Eri Surya Kelana

5. Kehadiran Lembaga dan Profesi Penunjang Pasar Modal. Dalam melakukan proses penghitungan suara dan/atau melakukan validasi, Perseroan dibantu oleh Biro Administrasi Efek PT Datindo Entrycom dan Notaris Ir. Nanette Cahyanie Handari Adi Warsito, S.H.

5. Attendance of Capital Market Supporting Institutions and Professionals. In counting the vote and/or conducting validation process, the Company was assisted by the Securities Administration Bureau of PT Datindo Entrycom and Notary Ir. Nanette Cahyanie Handari Adi Warsito, S.H.

6. Hingga Laporan Tahunan ini diterbitkan, hasil Keputusan RUPS Luar Biasa telah dilaksanakan. Penjelasan mata acara RUPS Luar Biasa sebagaimana tercantum dalam tabel di bawah ini.

6. As of the publication of this Annual Report, the resolutions of the Extraordinary GMS have been implemented. The explanation of each agenda item of the Extraordinary GMS is set out in the table below.

Mata Acara 1 Agenda Item 1	Perubahan Hak atas Saham Perseroan.	Changes in Rights to Company Shares
Jumlah Pemegang Saham yang mengajukan pertanyaan Number of Shareholders who raised questions	Terdapat 1 (satu) Pemegang Saham yang mengajukan pertanyaan.	1 (One) Shareholder raised a question
Hasil Pemungutan Suara Voting Results	Mengingat terdapat 2 (dua) klasifikasi saham yang terdampak atas penyesuaian (pengurangan dan penambahan) Hak Istimewa Pemegang Saham Seri A Dwiwarna, maka proses pemungutan suara/voting dilakukan sebanyak 2 (dua) kali, sebagai berikut:	Considering that there are 2 (two) classifications of shares affected by the adjustment (reduction and addition) of the Special Rights of the Dwiwarna A Series Shareholders, the voting process was conducted twice, as follows:
	1. Pemungutan Suara/Voting oleh Pemegang Saham Seri A Dwiwarna untuk Pengurangan Hak Istimewa Pemegang Saham Seri A Dwiwarna	1. Voting by Dwiwarna A Series Shareholders for the Reduction of Special Rights of Dwiwarna A Series Shareholders
	Setuju | In Favor / **Abstain** / **Tidak Setuju | Against**	
	1 suara/ vote (100%) / 0 suara/ vote (0%) / 0 suara/ vote (0%)	
	2. Pemungutan Suara/Voting oleh Pemegang Saham Seri B untuk Penambahan Hak Istimewa Pemegang Saham Seri A Dwiwarna	2. Voting by B Series Shareholders for the Addition of Special Rights of Dwiwarna A Series Shareholders
	Setuju | In Favor / **Abstain** / **Tidak Setuju | Against**	
	16.041.351.562 suara/ (77,2651894%) / 601.499.521 suara/ vote (2,8971982%) / 4.118.570.323 suara/ vote (19,8376125%)	
Keputusan Mata Acara 1 Resolutions of Agenda Item 1	Menyetujui penyesuaian hak-hak istimewa atas Saham Seri A Dwiwarna milik Negara Republik Indonesia sesuai Undang-Undang Nomor 16 Tahun 2025 tentang Perubahan Keempat atas Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara.	Approving the adjustment of special rights on the State of the Republic of Indonesia's Dwiwarna A Series Shares in accordance with Law Number 16 of 2025 on the Fourth Amendment to Law Number 19 of 2003 on State-Owned Enterprises.
Tindak Lanjut Follow-up	Perubahan Anggaran Dasar telah dituangkan dalam Akta Nomor 17 tanggal 26 Januari 2026 yang dibuat di hadapan Notaris Ir. Nanette Cahyanie Handari Adi Warsito, S.H., Notaris di Jakarta. Perubahan tersebut telah mendapat persetujuan Menteri Hukum Republik Indonesia berdasarkan Keputusan Menteri Hukum Republik Indonesia Nomor AHU-0004617.AH.01.02.TAHUN 2026 tanggal 29 Januari 2026 tentang Persetujuan Perubahan Anggaran Dasar Perseroan Terbatas PT Perusahaan Perseroan (Persero) PT Perusahaan Gas Negara Tbk atau Disingkat PT Perusahaan Gas Negara (Persero) Tbk.	The amendments to the Articles of Association have been outlined in Deed Number 17 dated January 26, 2026, made before a Notary Ir. Nanette Cahyanie Handari Adi Warsito, S.H., Notary in Jakarta. These amendments have been approved by the Minister of Law of the Republic of Indonesia based on the Minister of Law of the Republic of Indonesia Decree Number AHU-0004617.AH.01.02. YEAR 2026 dated January 29, 2026 on the Approval of Amendments to the Articles of Association of the Limited Liability Company PT Perusahaan Perseroan (Persero) PT Perusahaan Gas Negara Tbk or abbreviated as PT Perusahaan Gas Negara (Persero) Tbk.

Mata Acara 2 Agenda Item 2	Perubahan Anggaran Dasar Perseroan.	Amendment to the Company's Articles of Association.
Jumlah Pemegang Saham yang mengajukan pertanyaan Number of Shareholders who raised questions	Tidak ada Pemegang Saham yang mengajukan pertanyaan.	No Shareholders raised any questions.

Hasil Pemungutan Suara Voting Results	**Setuju** | In Favor	**Abstain**	**Tidak Setuju** | Against
	16.041.355.363 suara/ suara (77,2652077%)	601.500.421 suara/ vote (2,8972025%)	4.118.565.623 suara/ vote (19,8375898%)

Keputusan Mata Acara 2 Resolutions of Agenda Item 2		
	1. Menyetujui perubahan Anggaran Dasar Perseroan antara lain dalam rangka penyesuaian dengan peraturan perundangan dan kebijakan, termasuk Undang-Undang Nomor 16 Tahun 2025 tentang Perubahan Keempat atas Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara; 2. Menyetujui untuk menyusun kembali seluruh ketentuan dalam Anggaran Dasar Perseroan dalam suatu kodifikasi utuh sehubungan dengan perubahan sebagaimana dimaksud pada butir 1 keputusan tersebut di atas, termasuk persetujuan perubahan hak atas saham pada Mata Acara Rapat 1; dan 3. Memberikan kuasa dan wewenang kepada Direksi Perseroan dengan hak substitusi untuk melakukan segala tindakan yang diperlukan berkaitan dengan keputusan Mata Acara Rapat ini, termasuk menyusun dan menyatakan kembali seluruh Anggaran Dasar dalam suatu Akta Notaris dan memberikan kuasa dengan hak substitusi untuk menyampaikan kepada instansi yang berwenang untuk mendapatkan tanda penerimaan pemberitahuan dan persetujuan perubahan Anggaran Dasar Perseroan, melakukan segala sesuatu yang dipandang perlu dan berguna untuk keperluan tersebut dengan tidak ada satu pun yang dikecualikan, termasuk untuk mengadakan penambahan dan/atau perubahan dalam perubahan Anggaran Dasar tersebut, jika hal tersebut dipersyaratkan oleh instansi yang berwenang.	1. Approving the amendments to the Company's Articles of Association, among others, in order to comply with laws and regulations and policies, including Law Number 16 of 2025 on the Fourth Amendment to Law Number 19 of 2003 on State-Owned Enterprises; 2. Agreeing to rearrange all provisions in the Company's Articles of Association into a comprehensive codification in relation to the changes referred to in point 1 of the above resolution, including approval of changes to share rights in Agenda Item 1; and 3. Granting power and authority to the Company's Board of Directors with the right of substitution to take all necessary actions related to the resolutions of this Meeting Agenda Item, including revising and restating the entire Articles of Association in a Notarial Deed and granting power with the right of substitution to submit to the relevant agencies to obtain receipt of notification and approval of the amendments to the Company's Articles of Association, and to perform all actions deemed necessary and beneficial for such purposes, without exception, including making additions and/ or amendments to the amendments to the Articles of Association, if required by the relevant agencies.
Tindak Lanjut Follow-up	Perubahan Anggaran Dasar telah dituangkan dalam Akta Nomor 17 tanggal 26 Januari 2026 yang dibuat di hadapan Notaris Ir. Nanette Cahyanie Handari Adi Warsito, S.H., Notaris di Jakarta. Perubahan tersebut telah mendapat persetujuan Menteri Hukum Republik Indonesia berdasarkan Keputusan Menteri Hukum Republik Indonesia Nomor AHU-0004617.AH.01.02.TAHUN 2026 tanggal 29 Januari 2026 tentang Persetujuan Perubahan Anggaran Dasar Perseroan Terbatas PT Perusahaan Perseroan (Persero) PT Perusahaan Gas Negara Tbk atau Disingkat PT Perusahaan Gas Negara (Persero) Tbk.	The amendments to the Articles of Association have been outlined in Deed Number 17 dated January 26, 2026, made before a Notary Ir. Nanette Cahyanie Handari Adi Warsito, S.H., Notary in Jakarta. These amendments have been approved by the Minister of Law of the Republic of Indonesia based on the Minister of Law of the Republic of Indonesia Decree Number AHU-0004617.AH.01.02. YEAR 2026 dated January 29, 2026 on the Approval of Amendments to the Articles of Association of the Limited Liability Company PT Perusahaan Perseroan (Persero) PT Perusahaan Gas Negara Tbk or abbreviated as PT Perusahaan Gas Negara (Persero) Tbk.

Mata Acara 3 Agenda Item 3	1. Pertamina selaku Pemegang Saham Seri B Terbanyak telah memberikan persetujuan atas RKAP 2026 melalui Surat Direktur Utama Pertamina No. R-040/C00000/2026-S0 tanggal 9 April 2026 perihal Persetujuan atas Usulan Rencana Kerja dan Anggaran Perusahaan (RKAP) 2026 dan Key Performance Indicator (KPI) Tahun 2026 Subholding Gas. 2. Dewan Komisaris telah menyetujui RKAP 2026 melalui Surat Dewan Komisaris PGN No. 44P/SKEL.00/D-KOM/2026 tanggal 10 April 2026 perihal Persetujuan atas Usulan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2026 dan Key Performance Indicator (KPI) Tahun 2026 PT Perusahaan Gas Negara (Persero) Tbk.	1. As the majority shareholder of Series B shares, Pertamina has approved the 2026 Work Plan and Budget (RKAP) through Letter of Pertamina's President Director Number R-040/C00000/2026-S0 dated April 9, 2026, on Approval of the Proposed 2026 RKAP and the 2026 Key Performance Indicators (KPI) for the Gas Subholding. 2. The Board of Commissioners has approved the 2026 RKAP through Letter of PGN's Board of Commissioners Number 44P/SKEL.00/D-KOM/2026 dated April 10, 2026, on Approval of the Proposed 2026 RKAP and the 2026 Key Performance Indicators (KPI) for PT Perusahaan Gas Negara (Persero) Tbk.
Jumlah Pemegang Saham yang mengajukan pertanyaan Number of Shareholders who raised questions	Terdapat 1 (satu) Pemegang Saham yang mengajukan pertanyaan dan satu Pemegang Saham yang menyampaikan pendapat.	1 (One) Shareholder raised a question and 1 (one) Shareholder provided opinions.
Hasil Pemungutan Suara Voting Results	**Setuju |** In Favor 18.922.539.570 suara/ suara (91,1427941%)	**Abstain** 612.762.677 suara/ suara (2,9514486%)
	Tidak Setuju | Against 1.226.119.160 suara/ suara (5,905573%)	
Keputusan Mata Acara 3 Resolutions of Agenda Item 3	Memberikan wewenang dan kuasa kepada Dewan Komisaris dengan terlebih dahulu mendapatkan persetujuan tertulis dari Pemegang Saham Seri B Terbanyak untuk menyetujui Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2026 dan Rencana Jangka Panjang Perusahaan (RJPP) Periode Tahun 2026-2030, termasuk perubahannya.	Granting authority and power to the Board of Commissioners, with prior written approval from the Majority B Series Shareholders, to approve the Company's Work Plan and Budget (RKAP) for 2026 and the Company's Long-Term Plan (RJPP) for the 2026-2030 period, including any amendments.
Tindak Lanjut Follow-up	3. Perseroan telah melaksanakan pembahasan dengan PT Pertamina selaku Pemegang Saham Seri B Terbanyak terkait Alur Persetujuan RKAP 2026. 4. Direktur Utama PGN telah menyampaikan kepada Dewan Komisaris melalui Surat Direktur Utama PGN kepada Dewan Komisaris PGN Nomor 009900.S/KU.00.00/PDO/2026 tanggal 06 Februari 2026 perihal Penyampaian Usulan-6 Rencana Kerja dan Anggaran Perusahaan (RKAP) dan Usulan Key Perfomance Indicator (KPI) Tahun 2026 PT Perusahaan Gas Negara (Pesero) Tbk 5. Dewan Komisaris telah menyampaikan Surat kepada PT Pertamina selaku Pemegang Saham Seri B Terbanyak melalui Surat Dewan Komisaris Nomor.23/SKEL.00/D-KOM/2026 tanggal 13 Februari 2026 perihal Penyampaian Usulan Rencana Kerja dan Anggaran Perusahaan (RKAP) 2026 dan Key Performance Indicator (KPI) Tahun 2026 Subholding Gas	1. The Company has held discussions with PT Pertamina, as the majority shareholder of Series B shares, concerning the approval process for the 2026 Work Plan and Budget (RKAP). 2. The President Director of PGN has submitted a letter to the Board of Commissioners, through Letter Number 009900.S/KU.00.00/PDO/2026 dated February 6, 2026, concerning the Submission of Proposal 6 for the 2026 Company Work Plan and Budget (RKAP) and Proposed Key Performance Indicators (KPI) for PT Perusahaan Gas Negara (Persero) Tbk. 3. The Board of Commissioners has submitted a letter to PT Pertamina, as the majority shareholder of Series B shares, through Letter Number 23/SKEL.00/D-KOM/2026 dated February 13, 2026, concerning the Submission of Proposal 6 for the 2026 Company Work Plan and Budget (RKAP) and Proposed Key Performance Indicators (KPI) for the Gas Subholding.

KEPUTUSAN RUPS TAHUN SEBELUMNYA

Sepanjang tahun 2024, Perseroan menyelenggarakan satu RUPST pada 30 Mei 2024 dan Perseroan tidak menyelenggarakan RUPSLB 2024. Seluruh keputusan RUPS tersebut telah terealisasi pada tahun 2024 atau sesuai waktu yang diputuskan dalam RUPS, dan telah dilaporkan di dalam Laporan Tahunan Perseroan 2024.

RESOLUTIONS OF THE PREVIOUS GMS

Throughout 2024, the Company held one AGMS on May 30, 2024 and did not convene any EGMS during the year. All resolutions adopted at the AGMS were realized in 2024 or in accordance with the timeline approved at the GMS, and have been disclosed in the Company's 2024 Annual Report.

DEWAN KOMISARIS
BOARD OF COMMISSIONERS

Dewan Komisaris merupakan organ tata kelola yang menjalankan fungsi pengawasan atas kebijakan pengurusan dan pelaksanaan pengelolaan perusahaan oleh Direksi, serta memastikan penerapan prinsip GCG berjalan secara berkesinambungan.

The Board of Commissioners is a governance body that performs supervisory functions over the management policies and implementation of company management by the Board of Directors, and ensures the continuous application of GCG principles.

TUGAS DAN TANGGUNG JAWAB DEWAN KOMISARIS

Setiap anggota Dewan Komisaris bertugas untuk melakukan pengawasan pengelolaan perusahaan dan memastikan kualitas penerapan tata kelola perusahaan melalui evaluasi atas efektivitas sistem GCG serta menyampaikan arahan dan rekomendasi perbaikan kepada Direksi.

Dalam menjalankan tugasnya Dewan Komisaris memiliki kewajiban untuk:

1. Memberikan nasihat kepada Direksi dalam melaksanakan pengurusan Perseroan;
2. Memberikan pendapat dan persetujuan Rencana Kerja dan Anggaran Tahunan Perseroan serta rencana kerja lainnya yang disiapkan oleh Direksi;
3. Mengikuti perkembangan kegiatan Perseroan, memberikan pendapat dan saran kepada RUPS mengenai setiap masalah yang dianggap penting bagi kepengurusan Perseroan;
4. Melaporkan kepada Pemegang Saham Seri A Dwiwarna bila terjadi gejala turunnya kinerja Perseroan;
5. Mengusulkan kepada RUPS penunjukan Akuntan Publik yang akan melakukan pemeriksaan atas buku Perseroan;
6. Meneliti dan menelaah laporan berkala dan laporan tahunan yang disiapkan Direksi serta menandatangani laporan tahunan;
7. Memberikan penjelasan, pendapat dan saran kepada RUPS mengenai laporan tahunan;
8. Membuat risalah rapat Dewan Komisaris dan menyimpan salinannya;
9. Melaporkan kepada Perseroan mengenai kepemilikan sahamnya dan/atau keluarganya pada Perseroan dan perseroan lain;
10. Memberikan laporan tentang tugas pengawasan yang telah dilakukan selama tahun buku yang baru lampau kepada RUPS;
11. Memberikan penjelasan tentang segala hal yang ditanyakan atau diminta Pemegang Saham Seri A Dwiwarna dengan memperhatikan peraturan perundang-undangan khususnya yang berlaku di bidang pasar modal;

DUTIES AND RESPONSIBILITIES OF THE BOARD OF COMMISSIONERS

Every member of the Board of Commissioners is responsible for supervising the management of the Company and ensuring the quality of corporate governance implementation through evaluation of the GCG system's effectiveness, as well as providing directives and recommendations for improvement to the Board of Directors.
In carrying out its duties, the Board of Commissioners is responsible for:

1. Providing advice to the Board of Directors on the management of the Company;
2. Providing opinions and approval on the Company's Annual Work Plan and Budget, as well as other work plans drawn up by the Board of Directors;
3. Monitoring the progress of the Company's activities, giving opinions and advice to the GMS on every issue deemed significant to the management of the Company;
4. Reporting to the Dwiwarna A Series Shareholders in the event of a decline in the Company's performance;
5. Proposing to the GMS for the appointment of a Public Accountant to audit the Company's books;
6. Analyzing and reviewing periodic reports and annual reports compiled by the Board of Directors and signing the annual report;
7. Providing explanations, opinions, and advice to the GMS on the annual report;
8. Preparing minutes of the Board of Commissioners' meetings and keeping the copies;
9. Reporting to the Company on their and/or their family's share ownership in the Company and other companies;
10. Reporting on the supervisory duties performed during the previous fiscal year to the GMS;
11. Providing explanations on all matters inquired or requested by the Dwiwarna A Series Shareholders, taking into account the laws and regulations, particularly those applicable in the capital market;

12. Membentuk Komite Audit, Komite Nominasi & Remunerasi, Komite Pemantau Risiko, Komite Tata Kelola Terintegrasi, dan komite lain yang dianggap perlu untuk mendukung efektivitas pelaksanaan tugas dan tanggung jawabnya; dan
13. Melaksanakan kewajiban lainnya dalam rangka tugas pengawasan dan pemberian nasihat, sepanjang tidak bertentangan dengan Anggaran Dasar, keputusan RUPS dan peraturan perundang-undangan yang berlaku.

Tugas Komisaris Utama

Tugas Dewan Komisaris bersifat kolektif kolegial, sehingga tidak ada pemisahan tugas dan tanggung jawab antara Komisaris Utama dan anggota Dewan Komisaris lainnya.

PEDOMAN DAN TATA TERTIB KERJA DEWAN KOMISARIS

Dalam menjalankan tugas pengawasan terhadap kebijakan dan jalannya pengurusan yang dilakukan Direksi, Dewan Komisaris merujuk pada acuan tugas Dewan Komisaris, yaitu:

1. Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas;
2. Peraturan BUMN Nomor PER-1/MBU/2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara;
3. Peraturan BUMN Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara;
4. Peraturan BUMN Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara;
5. Peraturan Otoritas Jasa Keuangan Nomor 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik;
6. Peraturan Otoritas Jasa Keuangan Nomor 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik;
7. Peraturan Otoritas Jasa Keuangan Nomor 31/POJK.04/2015 tentang Keterbukaan atas Informasi atau Fakta Material oleh Emiten atau Perusahaan Publik;
8. Peraturan Otoritas Jasa Keuangan Nomor 55/POJK.04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit;
9. Peraturan Otoritas Jasa Keuangan Nomor 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka;
10. Anggaran Dasar Perseroan; dan
11. *Board Manual* Perseroan.

12. Nomination & Remuneration Committee, Risk Monitoring Committee, Integrated Governance Committee, and other committees deemed necessary
13. Performing other duties in the framework of supervisory and advisory tasks, provided that they do not conflict with the Articles of Association, GMS resolutions, and applicable laws and regulations.

Duties of the President Commissioner

The duties of the Board of Commissioners are collective and collegial in nature, meaning that there is no separation of duties and responsibilities between the President Commissioner and other members of the Board of Commissioners.

GUIDELINES AND WORK PROCEDURES OF THE BOARD OF COMMISSIONERS

In carrying out its supervisory duties on the policies and management carried out by the Board of Directors, the Board of Commissioners refers to the guidelines governing the duties of the Board of Commissioners, namely:

1. Law Number 40 of 2007 on Limited Liability Companies;
2. SOEs Regulation Number PER-1/MBU/2023 on Special Assignments and Social and Environmental Responsibility Programs of SOEs;
3. SOEs Regulation Number PER-2/MBU/03/2023 on the Guidelines for Corporate Governance and Significant Corporate Activities of SOEs;
4. SOEs Regulation Number PER-3/MBU/03/2023 on the Organs and Human Resources of SOEs;
5. Financial Services Authority Regulation Number 33/POJK.04/2014 on the Board of Directors and Board of Commissioners of Issuers or Public Companies;
6. Financial Services Authority Regulation Number 34/POJK.04/2014 on the Nomination and Remuneration Committee of Issuers or Public Companies;
7. Financial Services Authority Regulation Number 31/POJK.04/2015 on the Disclosure of Material Information or Facts by Issuers or Public Companies;
8. Financial Services Authority Regulation Number 55/POJK.04/2015 on the Establishment and Implementation Guidelines of the Audit Committee;
9. Financial Services Authority Regulation Number 15/POJK.04/2020 on the Plan and Implementation of General Meetings of Shareholders of Public Companies;
10. The Company's Articles of Association; and
11. The Company's Board Manual.

BOARD MANUAL DEWAN KOMISARIS

Dewan Komisaris memiliki pedoman pelaksanaan tugas dan tanggung jawab yaitu *Board manual*. Pedoman tersebut dievaluasi dan diperbarui secara berkala sesuai dengan peraturan yang berlaku. *Board Manual* berfungsi sebagai tata tertib kerja yang mengikat bagi setiap anggota Dewan Komisaris dalam menjalankan tugas secara efisien, efektif, transparan, independen, dan akuntabel.

Pedoman dan Tata Tertib Kerja Dewan Komisaris dalam *Board Manual* Perseroan diatur secara khusus dalam Bab III yang mencakup:

1. Tugas-tugas Dewan Komisaris;
2. Batasan Tanggung Jawab Dewan Komisaris;
3. Penyusunan Rencana Kerja dan Anggaran Tahunan;
4. Lowong Jabatan Dewan Komisaris;
5. Rangkap Jabatan;
6. Independensi dan Etika Jabatan Dewan Komisaris;
7. Wewenang Dewan Komisaris;
8. Rapat Dewan Komisaris;
9. Rapat Gabungan;
10. Komite-Komite Dewan Komisaris;
11. Sekretaris Dewan Komisaris;
12. Evaluasi Kinerja Dewan Komisaris dan Anggota Dewan Komisaris;
13. Kebijakan Suksesi Direksi;
14. Remunerasi Direksi dan Dewan Komisaris; dan
15. Waktu Kerja Dewan Komisaris.

Board manual Dewan Komisaris secara lengkap dapat dilihat dalam situs web PGN https://pgn.co.id/tata-kelola.

KEBIJAKAN RANGKAP JABATAN DAN BENTURAN KEPENTINGAN DEWAN KOMISARIS

Selaras dengan ketentuan Pasal 14 ayat (29) Anggaran Dasar Perseroan, anggota Dewan Komisaris dilarang memangku jabatan rangkap sebagai:

1. Anggota Direksi pada Badan Usaha Milik Negara, Badan Usaha Milik Daerah, badan usaha milik swasta, kecuali anggota Direksi pada Badan Usaha Milik Negara sebagai Pemegang Saham Seri B Terbanyak Perseroan;

BOARD MANUAL OF THE BOARD OF COMMISSIONERS

The Board of Commissioners is governed by guidelines for the implementation of its duties and responsibilities, namely the Board Manual. This manual is evaluated and updated periodically in accordance with applicable regulations. The Board Manual serves as a binding working procedure for each member of the Board of Commissioners in carrying out their duties efficiently, effectively, transparently, independently, and accountably.

The Guidelines and Work Procedures of the Board of Commissioners in the Company's Board Manual are specifically regulated in Chapter III, which comprises:

1. Duties of the Board of Commissioners;
2. Limitations on the Responsibilities of the Board of Commissioners;
3. Preparation of the Work Plan and Annual Budget;
4. Vacant Positions of the Board of Commissioners;
5. Concurrent Positions;
6. Independence and Code of Ethics of the Board of Commissioners;
7. Authority of the Board of Commissioners;
8. Meetings of the Board of Commissioners.
9. Joint Meetings;
10. Committees of the Board of Commissioners;
11. Secretary of the Board of Commissioners;
12. Performance Evaluation of the Board of Commissioners and Members of the Board of Commissioners;
13. Succession Policy for the Board of Directors;
14. Remuneration of the Board of Directors and Board of Commissioners; and
15. Working Hours of the Board of Commissioners.

The complete Board Manual of the Board of Commissioners can be accessed on the PGN website at https://pgn.co.id/tata-kelola.

BOARD OF COMMISSIONERS POLICY ON CONCURRENT POSITIONS AND CONFLICTS OF INTEREST

Aligned with the provisions in Article 14 paragraph (29) of the Company's Articles of Association, members of the Board of Commissioners are prohibited from holding the following concurrent positions:

1. Member of the Board of Directors of a State-Owned Enterprise, Regional-Owned Enterprise, or private-owned enterprise, except member of the Board of Directors of a State-Owned Enterprise that is the Corporation's B Series Majority Shareholder;

2. Pengurus partai politik dan/atau calon/anggota DPR, DPD, DPRD Tingkat I dan DPRD Tingkat II dan/atau calon kepala daerah/wakil kepala daerah;
3. Jabatan lainnya sesuai dengan ketentuan peraturan perundang-undangan; dan/atau
4. Jabatan lain yang dapat menimbulkan benturan kepentingan.

KEBIJAKAN LARANGAN MENDAPATKAN PINJAMAN DARI PERSEROAN

Mengacu pada *Board Manual*, Perseroan menetapkan kebijakan yang melarang anggota Direksi dan Dewan Komisaris untuk menerima pinjaman dari Perseroan.

JENIS KEPUTUSAN YANG MEMERLUKAN PERSETUJUAN DEWAN KOMISARIS

Board Manual mengatur mengenai jenis-jenis keputusan Direksi yang memerlukan persetujuan Dewan Komisaris sebagai berikut:

1. **Tindakan Direksi yang harus mendapatkan persetujuan tertulis Dewan Komisaris**
   a. Mengangkat dan memberhentikan Corporate Secretary dan Chief Audit Executive;
   b. Penetapan dan perubahan logo Perseroan;
   c. RJPP dan perubahannya;
   d. RKAP dan perubahannya;
   e. Penetapan struktur organisasi satu tingkat di bawah Direksi;
   f. Laporan Tahunan;
   g. Tindakan yang belum ditetapkan dalam RKAP;
   h. Membuka kantor cabang atau perwakilan di tempat lain di luar wilayah Republik Indonesia;
   i. Melaksanakan transaksi afiliasi yang memerlukan keterbukaan informasi;
   j. Melakukan tindakan sesuai batasan kewenangan Anggaran Dasar; dan
   k. Melakukan tindakan sesuai batasan kewenangan persetujuan investasi.
2. **Tindakan Direksi sebagai pelaksana kebijakan/peraturan yang memerlukan persetujuan Dewan Komisaris**
   a. Kebijakan serta strategi manajemen risiko;
   b. Piagam Internal Audit;
   c. Annual Audit Plan;
   d. Kebijakan tata kelola terintegrasi;

2. Political party officials and/or candidate/member of the House of Representatives, the Regional Representatives Council, Regional Legislative Council Level I and Level II, and/or regional head/deputy regional head;
3. Other positions in accordance with the provisions of laws and regulations; and/or
4. Other positions that may cause a conflict of interest.

POLICY ON PROHIBITION OF OBTAINING LOANS FROM THE COMPANY

With reference to the Board Manual, the Company has established a policy prohibiting members of the Board of Directors and Board of Commissioners from taking out loans from the Company.

TYPES OF DECISIONS REQUIRING THE APPROVAL OF THE BOARD OF COMMISSIONERS

The Board Manual specifies the types of decisions made by the Board of Directors that require the approval of the Board of Commissioners, as follows:

1. **Actions of the Board of Directors requiring written approval from the Board of Commissioners**
   a. Appointing and dismissing the Corporate Secretary and Chief Audit Executive;
   b. Determining and modifying the Company's logo;
   c. RJPP and its modifications;
   d. RKAP and its modifications;
   e. Determining the organizational structure one level below the Board of Directors;
   f. Annual Report;
   g. Actions not specified in the RKAP;
   h. Opening branch offices or representative offices in other locations outside the territory of the Republic of Indonesia;
   i. Carrying out affiliated transactions that require disclosure of information;
   j. Taking actions within the limits of the authority of the Articles of Association; and
   k. Taking actions within the limits of the authority of investment approval.
2. **Actions of the Board of Directors in implementing policies/regulations that require the approval of the Board of Commissioners**
   a. Risk management policies and strategies;
   b. Internal Audit Charter;
   c. Annual Audit Plan;
   d. Integrated governance policies;

e. Penjabaran KPI Direksi secara kolegial menjadi KPI Direksi secara individual; dan
f. Penetapan prosedur operasional standar/mitra *operating procedure* kerja sama untuk mencari mitra.

3. Tindakan Direksi yang harus mendapat persetujuan tertulis dari Dewan Komisaris dan Pemegang Saham Seri A Dwiwarna/Pemegang saham Seri B terbanyak sesuai dengan batasan kewenangan Anggaran Dasar

a. Melepaskan (menghapusbukukan)/(memindahtangankan) dan/atau mengagunkan aset Perseroan, kecuali aset yang dicatat sebagai persediaan;
b. Mengadakan kerja sama dengan badan usaha atau pihak lain dalam bentuk Kerja Sama Operasi (KSO), Kerja Sama Usaha (KSU), Kerja Sama Lisensi, Bangun Guna Serah (*Built Operate Transfer*/BOT), Bangun Guna Milik (*Built Operate Own*/BOO) dan perjanjian lain yang mempunyai sifat yang sama;
c. Melakukan penyertaan, melepaskan penyertaan serta perubahan struktur permodalan pada Perseroan lain, Anak Perusahaan dan Perusahaan Patungan yang tidak dalam rangka penyelamatan piutang;
d. Mendirikan Anak Perusahaan dan/atau Perusahaan Patungan;
e. Melakukan penggabungan, peleburan, pengambilalihan, pemisahan, dan pembubaran Anak Perusahaan dan Perusahaan Patungan;
f. Mengikat Perseroan sebagai penjamin (*borglavalist*);
g. Menerima pinjaman jangka menengah/panjang dan memberikan pinjaman jangka menengah/panjang;
h. Memberikan pinjaman jangka pendek/menengah/panjang yang tidak bersifat operasional, kecuali kepada Anak Perusahaan; dan
i. Menghapuskan dari pembukuan terhadap piutang macet dan persediaan barang mati;
j. Mengusulkan wakil Perseroan untuk menjadi calon anggota Direksi dan Dewan Komisaris pada Anak Perusahaan yang memberikan kontribusi signifikan kepada Perseroan dan/atau bernilai strategis.

PELAKSANAAN TUGAS DEWAN KOMISARIS

Pada tahun 2025, Dewan Komisaris telah melaksanakan tugas dan kegiatan sebagai berikut:

A. Penyampaian Persetujuan atas topik:

1. Perubahan Pengurus Anak Perusahaan;
2. Piagam Audit Internal;
3. *Annual Audit Plan* Internal Audit Division 2025;

e. Breakdown of collegial Board of Directors KPIs into individual Board of Directors KPIs; and
f. Determination of standard operating procedures/partner operating procedures for seeking partners.

3. Actions of the Board of Directors requiring written approval from the Board of Commissioners and the majority of A Series/B Series shareholders in accordance with the limits of authority set forth in the Articles of Association

a. Releasing (writing off/transferring) and/or pledging the Company's assets, except for assets recorded as inventory;
b. Establishing cooperation with business entities or other parties in the form of Joint Operations (KSO), Business Cooperation (KSU), Licensing Agreements, Build-Operate-Transfer (BOT), Build-Operate-Own (BOO) and other agreements of a similar nature;
c. Making capital participation, divesting capital participation, and changing the capital structure of other Companies, Subsidiaries, and Joint Ventures, provided that such actions are not for the purpose of receivables recovery;
d. Establishing Subsidiaries and/or Joint Ventures;
e. Merging, consolidating, acquiring, separating, and dissolving Subsidiaries and Joint Ventures;
f. Binding the Company as a guarantor (borglavalist);
g. Receiving medium/long-term loans and providing medium/long-term loans;
h. Providing short-term/medium-term/long-term loans for non-operational purposes, except to Subsidiaries;
i. Writing off bad debts and obsolete inventory from the books; and
j. Proposing representatives of the Company to become candidates for the Board of Directors and Board of Commissioners of Subsidiaries contributing significantly to the Company and/or having strategic value.

IMPLEMENTATION OF DUTIES OF THE BOARD OF COMMISSIONERS

In 2025, the Board of Commissioners performed the following duties and activities:

A. Submission of Approval of the following topics:

1. Changes in the Management of Subsidiaries;
2. Internal Audit Charter;
3. Annual Audit Plan Internal Audit Division 2025;

4. Penunjukan Perusahaan Jasa Pemeringkat Kredit Untuk Tingkat Kesehatan Perusahaan Periode 2024;
5. *Board Manual* 2025;
6. KPI Kolegial 2025;
7. Pedoman Benturan Kepentingan dan Pedoman Pengendalian Gratifikasi;
8. Kebijakan Manajemen Risiko;
9. *Annual Audit Plan* 2025;
10. Re-FID atas Investasi Pengeboran Sumur JNE-07 Sidetrack Wilayah Kerja Muara Bakau PT Saka Energi Indonesia

B. Penyampaian Penelaahan dan Nasihat/Saran/Tanggapan atas topik:

1. Perubahan Pengurus Cucu Perusahaan/Perusahaan Afiliasi Pertamina Group;
2. Evaluasi Kinerja Perusahaan dan Harga Saham;
3. Pengelolaan Anak Perusahaan;
4. Manajemen Risiko dan Pengendalian Internal;
5. Laporan Hasil Audit;
6. Kebijakan Perusahaan;
7. Usulan/Inisiatif dan Realisasi Investasi;
8. Kontrak Kerja sama;
9. Pengembangan Sumber Daya Manusia;
10. Struktur Organisasi;
11. GCG *Assessment*;
12. Penyampaian Pengadaan Kantor Akuntan Publik untuk Pekerjaan *Agreed-Upon Procedure* Peringkat Komposit Risiko PGN Tahun Buku 2023, 2024 dan 2025;
13. Usulan *Contigency Plan* PGN Tahun 2025;
14. Laporan Realisasi RKAP PGN Triwulan I, II dan III Tahun 2025; dan
15. Laporan Manajemen Bulanan PGN.

C. Penyampaian Usulan dan Rekomendasi Kepada Pemegang Saham Seri B Terbanyak atas topik:

1. Rekomendasi Perubahan Pengurus Anak Perusahaan PGN;
2. Hasil Penilaian Kinerja Dewan Komisaris dan Komite Dewan Komisaris serta Usulan Penilaian Kinerja Direksi PGN Tahun 2024;
3. Realisasi KPI Dewan Komisaris PGN Tahun 2024, Triwulan I, II, dan III Tahun 2025;
4. KPI Dewan Komisaris PGN Tahun 2025;
5. Laporan Pengawasan Dewan Komisaris Tahun Buku 2024;

4. Appointment of a Credit Rating Agency to Assess the Financial Health of the Company for the 2024 Period;
5. Board Manual 2025;
6. 2025 Collegial KPIs;
7. Conflict of Interest Guidelines and Gratuity Control Guidelines;
8. Risk Management Policy;
9. 2025 Annual Audit Plan;
10. Re-FID on the Drilling Investment of the JNE-07 Sidetrack Well in the Muara Bakau Work Area of PT Saka Energi Indonesia.

B. Submission of Review and Advice/Suggestion/Response on the following topics:

1. Changes in the Management of Subsidiaries/Affiliated Companies of the Pertamina Group;
2. Evaluation of Company Performance and Share Price;
3. Subsidiary Management;
4. Risk Management and Internal Control;
5. Audit Reports;
6. Company Policies;
7. Investment Proposal/Initiative and Realization;
8. Cooperation Agreement;
9. Human Resources Development;
10. Organizational Structure;
11. GCG Assessment;
12. Submission of Public Accounting Firm Procurement for Agreed-Upon Procedure Work on PGN Composite Risk Rating for the 2023, 2024, and 2025 Fiscal Years;
13. Proposed PGN Contingency Plan for 2025;
14. PGN RKAP Realization Report for the Q1, Q2, and Q3 of 2025; and
15. PGN Monthly Management Report.

C. Submission of Proposals and Recommendations to Majority B Series Shareholders on the following topics:

1. Recommendation for Changes in the Management of PGN Subsidiaries;
2. Results of the Performance Assessment of the Board of Commissioners and the Board of Commissioners' Committee and the Proposed Performance Assessment of the Board of Directors of PGN in 2024;
3. KPI Realization of the Board of Commissioners of PGN for the Year 2024, Q1, Q2, and Q3 of the Year 2025;
4. KPI of the Board of Commissioners of PGN for the Year 2025;
5. Board of Commissioners' Supervision Report for the 2024 Fiscal Year;

6. Usulan Tantiem Tahun Buku 2024 dan Honorarium BOD BOC Tahun Buku 2025;
7. Usulan Penggunaan Laba (Dividen) PGN Tahun Buku 2024;
8. Evaluasi Kinerja Kantor Akuntan Publik PGN Tahun Buku 2024 dan Usulan Penetapan Kantor Akuntan Publik (KAP) PGN Tahun Buku 2025;
9. Usulan Penugasan Khusus kepada PGN dalam Rapat Umum Pemegang Saham Tahunan Tahun Buku 2024

6. Proposed Tantiem for the 2024 Fiscal Year and BOD-BOC Honorarium for the 2025 Fiscal Year;
7. Proposed Use of PGN's Profit (Dividends) for the 2024 Fiscal Year;
8. Evaluation of the Performance of PGN's Public Accounting Firm for the 2024 Fiscal Year and Proposed Appointment of PGN's Public Accounting Firm (KAP) for the 2025 Fiscal Year;
9. Proposed Special Assignment to PGN at the Annual General Meeting of Shareholders for the 2024 Fiscal Year.

RAPAT DEWAN KOMISARIS DAN RAPAT GABUNGAN DEWAN KOMISARIS DAN DIREKSI

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

50 Kali | Times

Rapat Dewan Komisaris di Tahun 2025
The Board of Commissioners' Meetings in 2025

Kebijakan mengenai ketentuan penyelenggaraan rapat Dewan Komisaris adalah berdasarkan Permen BUMN Nomor PER-2/MBU/03/2023 Pasal 16 tentang Pedoman Tata Kelola Dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara dan Pasal 31 ayat (1) dan (3) Peraturan Otoritas Jasa Keuangan Nomor 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, serta ketentuan Pasal 16 Anggaran Dasar Perseroan.

Dalam ketentuan tersebut, Dewan Komisaris wajib mengadakan rapat paling kurang satu kali dalam dua bulan dan rapat bersama Direksi secara berkala paling kurang satu kali dalam empat bulan. Sepanjang tahun 2025, Dewan Komisaris telah menyelenggarakan Rapat sebanyak 50 kali, terdiri dari 38 kali Rapat Dewan Komisaris dan 12 kali Rapat Gabungan Dewan Komisaris dan Direksi, dengan rincian sebagai berikut:

The policy regarding the implementation of Board of Commissioners meetings is based on the Regulation of the Minister of SOEs Number: PER-2/MBU/03/2023 Article 16 on the Guidelines on Corporate Governance and Significant Corporate Activities of State-Owned Enterprises and Article 31 paragraph (1) and (3) of Financial Services Authority Regulation Number 33/POJK.04/2014 on the Board of Directors and the Board of Commissioners of Issuers or Public Companies, as well as Article 16 of the Company's Articles of Association.

Under such regulations, the Board of Commissioners is required to conduct meetings at least once every two months and joint meetings with the Board of Directors at least once every four months. Throughout 2025, the Board of Commissioners convened 50 meetings, comprising 38 Board of Commissioners' Meetings and 12 Joint Meetings of the Board of Commissioners and the Board of Directors, with the following details:

Rapat Internal Dewan Komisaris
Internal Meeting of the Board of Commissioners

Periode 1 Januari – 27 Agustus 2025 | January 1 – August 27, 2025 Period

Tanggal Date	Agenda Rapat Meeting Agenda	Amien Sunaryadi	Luky Alfirman*	Warih Sadono	Christian H. Siboro	Dini Shanti Purwono	Abdullah Aufa Fuad	Tony Setia Boedi Hoesodo
9 Januari 2025 January 9, 2025	1. Diskusi Cara Melakukan Pengawasan & Pemberian Nasihat Agar Target RKAP 2025 Tercapai; Discussion on Carrying Out Supervision & Providing Advice to Achieve the Targets of the 2025 Work Plan and Budget (RKAP); 2. *Review* Permohonan Persetujuan *Annual Audit Plan* Fungsi Internal Audit PGN Tahun 2025 (Komite Audit); Review of the Approval Request for the Annual Audit Plan for the 2025 Internal Audit Function of PGN (Audit Committee); 3. Paparan Pelaksanaan Penilaian Kinerja Tahunan Individu Direksi, Dewan Komisaris, dan Anggota Komite Tahun 2024 (Komite NRGCG); Presentation of the Implementation of the 2024 Individual Performance Assessment of Members of the Board of Directors, the Board of Commissioners, and Committees (NRGCG Committee); 4. *Update Review* Revisi *Board Manual* (Semua Komite); dan Review Update on Board Manual Review Update Revision (All Committees); and 5. Lain-lain. Others.	✓	✓	✓	✓	✓	✓	✓

Tanggal Date	Agenda Rapat Meeting Agenda	Amien Sunaryadi	Luky Alfirman*	Warih Sadono	Christian H. Siboro	Dini Shanti Purwono	Abdullah Aufa Fuad	Tony Setia Boedi Hoesodo
14 Januari 2025 January 14, 2025	1. Revisi Pedoman Benturan Kepentingan dan Pedoman Pengendalian Gratifikasi (KNRGCG); Revision of Conflict of Interest Manual and Gratification Control Manual (NRGCG Committee); 2. Tanggapan Usulan Kebijakan Manajemen Risiko (KPMRPU); Response to Risk Management Policy Proposals (PMRPU Committee); 3. *Update* Realisasi KPI Komite dan KPI Dekom Tahun 2024 (KNRGCG); Update on the Realization of Committee KPI and Board of Commissioners KPI for 2024 (NRGCG Committee); 4. Usulan Evaluator AKHLAK Behavior Survey (ABS) Terkait Penilaian Kinerja Individu Direksi, Dewan Komisaris, Komite Tahun 2024 (KNRGCG); dan Proposal of the AKHLAK Behavior Survey (ABS) Evaluator Regarding the 2024 Individual Performance Assessment of the Board of Directors, Board of Commissioners, and Committees (NRGCG Committee); and 5. Lain-lain Others	✓	✓	✓	✓	✓	✓	✓
22 Januari 2025 January 22, 2025	*Action Plan* Pemenuhan Pasokan Gas dan Pencapaian Target Niaga Gas 2025. Action Plan for Fulfilling Gas Supply and Achieving the 2025 Gas Trading Target.	✓	✓	✓	✓	✓	✓	✓
10 Februari 2025 February 10, 2025	Evaluasi Pembangunan Jargas 2024 dan *Action Plan* Pembangunan Jargas 2025. Evaluation of the 2024 Gas Network Development and Action Plan for the 2025 Gas Network Development	✓	-	✓	✓	✓	✓	✓

Tanggal Date	Agenda Rapat Meeting Agenda	Amien Sunaryadi	Luky Alfirman*	Warih Sadono	Christian H. Siboro	Dini Shanti Purwono	Abdullah Aufa Fuad	Tony Setia Boedi Hoesodo
27 Februari 2025 February 25, 2025	1. Tanggapan Laporan Pelaksanaan Pengadaan GCG Assesment Parameter ACGS (KNRGCG); Response to Report on GCG Assessment Implementation Based on ACGS Parameters (KNRGCG); 2. Tanggapan Atas Penyampaian Hasil Perhitungan Sendiri Terkait Pencapaian KPI Korporat dan Direktorat Tahun 2024 Unaudited (KNRGCG); Response to the Submission of Self-Assessment Results for 2024 Unaudited Corporate and Directorate KPI Achievements (NRGCG Committee); 3. Tanggapan terhadap Penyempurnaan Kajian Risiko atas Usulan Investasi Pemasangan Infrastruktur Pipa Gas *Customer Attachment* Rumah Tangga GasKita PGN Sayang Ibu (PSI) SOR III (KPMRPU); Response to the Enhancement of Risk Assessment of Proposed Investment in the Installation of Gas Pipeline Infrastructure for the GasKita PGN Sayang Ibu (PSI) Household Customer Attachment in SOR III (PMRPU Committee); 4. Masa Tugas AKNK Yang Berakhir Tahun 2025 (KNRGCG); dan Term of Duty of Non-Commissioner Committee Members Ending in 2025 (NRGCG Committee); and 5. Lain-lain Others	✓	✓	✓	✓	✓	✓	✓
6 Maret 2025 March 6, 2025	1. Review Usulan Revisi RJPP 2025 – 2029, Suplemen Hingga 2034 dan Program Strategis Korporat 2025 (Semua Komite); dan Review of Proposed Revision to the 2025 – 2029 Long-Term Company Plan, Supplements Extending to 2034, and 2025 Corporate Strategic Programs (All Committees); and 2. Lain-lain. Others	✓	✓	✓	✓	✓	✓	✓
12 Maret 2025 March 12, 2025	1. Review Usulan Persetujuan Re-FID Investasi Pengeboran JNE-07 Sidetrack WK Muara Bakau PT Saka Energi Indonesia; dan Review of the Proposed Re-FID Approval of JNE-07 Sidetrack Drilling Investment in Muara Bakau Working Area of PT Saka Energi Indonesia; 2. Lain-lain. Others	✓	✓	✓	✓	✓	✓	✓

Tanggal Date	Agenda Rapat Meeting Agenda	Amien Sunaryadi	Luky Alfirman*	Warih Sadono	Christian H. Siboro	Dini Shanti Purwono	Abdullah Aufa Fuad	Tony Setia Boedi Hoesodo
17 Maret 2025 March 17, 2025	1. Penilaian Kinerja Tahunan Individu Direksi, Dewan Komisaris, Komite Tahun 2024 (khusus Penilaian Kinerja Direktur dihadiri Direktur Utama); dan Annual Individual Performance Assessment of the Board of Directors, the Board of Commissioners, and Committees for 2024 (Performance Assessment of Directors was attended by the President Director); and 2. Lain-lain. Others	✓	✓	✓	✓	✓	✓	✓
27 Maret 2025 March 27, 2025	1. Tanggapan atas Pemberitahuan Perubahan Rencana Realokasi Anggaran Biaya atas Usulan Re-FID Drilling Development JNE-07 Side Track WK Muara Bakau (KPMRPU); Response to the Notification of Changes to the Budget Reallocation Plan for the Proposed Re-FID Drilling Development of JNE-07 Side Track in Muara Bakau Working Area (PMRU Committee); 2. Informasi Kelanjutan Pekerjaan 3D Seismik WK Pangkah PT Saka Energi (KA); Information on the Continuation of 3D Seismic Work in the Pangkah Working Area of PT Saka Energi (Audit Committee); 3. Tanggapan atas Concern Dewan Komisaris Laporan IAD TW II dan TW III 2024 (KA); Response to Concerns of the Board of Commissioners on the IAD Report for Q2 and Q3 of 2024 (Audit Committee); 4. Tanggapan atas Informasi Tindak Lanjut Temuan IA PGN 2024 di PT Pertagas (KA); Response to Information on Follow-Up to the 2024 PGN IA Findings at PT Pertagas (Audit Committee) 5. Tanggapan atas Penyampaian Laporan Hasil Audit TW IV 2024 (KA); Response to the Submission of Audit Results Report for Q4 of 2024 (Audit Committee); 6. Current Issues terkait Dewan Komisaris; dan Current Issues related to the Board of Directors; 7. Lain-lain. Others	✓	-	✓	✓	✓	✓	✓
22 April 2025 April 22, 2025	1. Tanggapan terkait Annual Report dan Sustainability Report 2024 (Komite Audit); dan Response to the 2024 Annual Report and Sustainability Report (Audit Committee); and 2. Lain-lain. Others	✓	-	✓	✓	✓	✓	✓

Tanggal Date	Agenda Rapat Meeting Agenda	Amien Sunaryadi	Luky Alfirman*	Warih Sadono	Christian H. Siboro	Dini Shanti Purwono	Abdullah Aufa Fuad	Tony Setia Boedi Hoesodo
25 April 2025 April 25, 2025	1. Laporan Realisasi RKAP Triwulan I 2025 sesuai PER-2/MBU/03/2023; RKAP Realization Report for the First Quarter of 2025, in accordance with PER-2/MBU/03/2023; 2. Laporan Pengawasan Dewan Komisaris Tahun 2024; Board of Commissioners Supervisory Report for 2024; 3. Tanggapan Usulan Dividen Tahun 2024; Response to the 2024 Dividend Proposal; 4. Tanggapan Laporan Penugasan Pemerintah terkait Jargas dan Rencana Penugasan Khusus Jargas 2025; Response to Government Assignment Report for Gas Network and Special Gas Network Assignment Plan for 2025; 5. Tanggapan Hasil Penilaian dan Fairness Opinion KJPP terkait Rencana Transaksi Sewa Aset Jargas 2021- 2024; Response to Assessment Results and Fairness Opinion of Public Appraisal Service Firm (KJPP) regarding 2021 - 2024 Gas Network Asset Lease Transaction Plan; 6. Usulan Tantiem Tahun 2024 dan Remunerasi Tahun 2025 Direksi dan Dewan Komisaris (Komite NRGCG); Proposal of Tantiem for 2024 and Remuneration for 2025 for the Board of Directors and the Board of Commissioners (NRGCG Committee 7. Penetapan Pimpinan RUPST Tahun Buku 2024 dan RUPS Independen; dan Appointment of the Chair the AGMS for the 2024 Financial Year and the Independent GMS; and 8. Lain-lain. Others	✓	-	✓	✓	✓	✓	✓
15 Mei 2025 Mei 15, 2025	1. *Update* Usulan Penugasan Khusus Pemerintah kepada Perseroan; Update on the Government's Special Assignment Proposal to the Company; 2. *Update* Pengadaan Kantor Akuntan Publik; Update on the Procurement of a Public Accounting Firm; 3. *Update* Proses Pemutakhiran Portal HC KBUMN; Update on Progress of the Human Capital Portal of the Ministry of SOEs; 4. *Update* Hal-hal Lain terkait RUPST TB 2024; dan Update on Other Matters Related to the AGMS for the 2024 Financial YEar; and 5. Lain-lain Others	✓	-	-	✓	✓	✓	✓

Tanggal Date	Agenda Rapat Meeting Agenda	Amien Sunaryadi	Luky Alfirman*	Warih Sadono	Christian H. Siboro	Dini Shanti Purwono	Abdullah Aufa Fuad	Tony Setia Boedi Hoesodo
25 Mei 2025 Mei 25, 2025	1. Kajian LCC atas Masa Tugas Komisaris PGN dan Hal-hal Yang Perlu Ditindaklanjuti; LCC Review of PGN Commissioners' Term of Office and Matters Requiring Follow-up; 2. Draft Surat Dekom ke Pemegang Saham terkait Penugasan Khusus kepada Perseroan (Agenda ke 6 RUPST TB 2024); Draft of the Board of Commissioners' Letter to Shareholders regarding Special Assignments for the Company (Agenda 6 of the AGMS for the 2024 Financial Year); 3. Pendapat KPMRPU atas Pemenuhan Persyaratan Dokumen FID Pengeboran Sumur UPA-17 WK Pangkah (KPMRPU); Opinion of PMRPU Committee on Fulfillment of FID Document Requirements for the UPA-17 Well Drilling in Pangkah Working Area (PMRPU Committee);	✓	-	-	✓	✓	✓	✓
	4. Pendapat KPMRPU atas Penyampaian Besaran Batasan Kewenangan Persetujuan Investasi Direksi dan Dewan Komisaris PGN Berdasarkan Laporan Keuangan Teraudit Perseroan Tahun 2024 (KPMRPU); Opinion of PMRPU Committee on the Submission of the Extent of the Limitation of the Investment Approval Authority of PGN's Board of Directors and Board of Commissioners Based on the Company's 2024 Audited Financial Statements (PMRPU Committee); 5. Tanggapan Laporan Keuangan Program Pendanaan PUMK PGN 2024 (Komite Audit dan Komite NRGCG); dan Response to the 2024 PGN Micro and Small Business Funding Program Financial Statements (Audit Committee and NRGCG Committee); and 6. Lain-lain Others							
27 Mei 2025 May 27, 2025	1. *Update* Hasil *Fact Findings* dari Komite Audit; Update on Fact Finding Results from the Audit Committee; 2. *Update* Persiapan RUPST TB 2024; dan Update on the 2024 Financial Year GMS Preparation; and 3. Lain-lain. Others	✓	-	-	✓	✓	✓	✓

Tanggal Date	Agenda Rapat Meeting Agenda	Amien Sunaryadi	Luky Alfirman*	Warih Sadono	Christian H. Siboro	Dini Shanti Purwono	Abdullah Aufa Fuad	Tony Setia Boedi Hoesodo
4 Juni 2025 June 4, 2025	1. Tanggapan atas Laporan KAP EY Hasil Evaluasi Kinerja KPI Kolegial Direksi dan KPI Individual Tahun Buku 2024 (Komite NRGCG); Response to EY Public Accounting Firm's Report on the Collegial and Individual KPI Performance Evaluation Results of the Board of Directors for the 2024 Financial Year (NRGCG Committee); 2. Pengaturan Tugas Anggota Komisaris; dan Division of Duties for Members of the Board of Commissioners; and 3. Lain-lain. Others	✓	-	✓	✓	✓	✓	✓
19 Juni 2025 June 19, 2025	1. Tanggapan atas Laporan Internal Audit TW I Tahun 2025 (Komite Audit); Response to the Q1 2025 Internal Audit Report (Audit Committee); 2. *Update* atas Kualitas Pipa Jargas (Direktur Infrastruktur dan Teknologi); dan Update on Gas Network Pipeline Quality (Audit Committee); 3. Lain-lain. Others	✓	-	✓	✓	✓	✓	✓

Tanggal Date	Agenda Rapat Meeting Agenda	Amien Sunaryadi	Luky Alfirman*	Warih Sadono	Christian H. Siboro	Dini Shanti Purwono	Abdullah Aufa Fuad	Tony Setia Boedi Hoesodo
3 Juli 2025 July 3, 2025	1. Tanggapan atas Hasil Pengadaan Jasa Audit Umum (Eksternal/ Independen) Atas Laporan Keuangan, Jasa Audit Kepatuhan Terhadap Peraturan Perundang-undangan dan Pengendalian Internal (Audit PSA 62), Audit Independen/ Eksternal Atas Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil Terkait Program TJSL, dan Jasa Audit Independen/ Eksternal Atas Penerapan Prosedur Yang Disepakati Sehubungan Dengan Laporan Hasil Evaluasi Kinerja KPI Kolegial Direksi/ Korporat dan KPI Individual Direksi/ KPI Direktorat Tahun Buku 2025 (Komite Audit); Response to the Results of the Procurement of General Audit Services (External/ Independent) for Financial Statements, Audit Services for Compliance with Legislation and Internal Control (PSA 62 Audit), Independent/External Audit for Financial Statements of Micro and Small Business Funding Programs Related to the Social and Environmental Responsibility Program, and Independent/External Audit Services for the Implementation of Agreed-Upon Procedures in Respect of the Report on the Performance Evaluation Results of the Collegial KPI of the Board of Directors/Corporate and the Individual KPI of the Board of Directors/Directorate KPI for the 2025 Financial Year (Audit Committee); 2. Review Laporan Prosedur Yang Disepakati Atas Laporan Hasil Evaluasi Kinerja KPI Kolegial dan Individual Direksi Tahun Buku 2024 (Komite Audit); Review of the Agreed-Upon Procedures Report Based on the Results of the Collegial and Individual KPI Evaluation of the Board of Directors for the 2024 Financial Year (Audit Committee);	✓	-	✓	✓	✓	✓	✓

Tanggal Date	Agenda Rapat Meeting Agenda	Amien Sunaryadi	Luky Alfirman*	Warih Sadono	Christian H. Siboro	Dini Shanti Purwono	Abdullah Aufa Fuad	Tony Setia Boedi Hoesodo
	3. Update Review Usulan – 3 Revisi RKAP Tahun 2025 (Semua Komite); Proposal Review Update – 3 Revisions to the 2025 RKAP (All Committees); 4. Tindak Lanjut Arahan Komisaris Utama PT Pertamina (Persero) dalam Rapat KTKT PT Pertamina (Persero) tanggal 18 Juni 2025; dan Follow-Up on the Directives of the President Commissioner of PT Pertamina (Persero) at the Integrated Governance Meeting of PT Pertamina (Persero) on 18 June 2025; and 5. Lain-lain. Others							
10 Juli 2025 July 10, 2025	1. Penetapan PTH Direktur Infrastruktur dan Teknologi PGN; Determination of PTH of PGN's Director of Infrastructure and Technology; 2. Realisasi KPI Dewan Komisaris sampai dengan 30 Juni 2025; dan KPI Realization of the Board of Commissioners as of 30 June 2025; and 3. Lain-lain: Pengadaan Jasa KAP Others: Procurement of Public Accounting Firm Services	✓	-	✓	✓	✓	✓	✓
24 Juli 2025 July 24, 2025	1. Tanggapan atas Laporan Manajemen Triwulan II 2025 dan Laporan Realisasi RKAP Triwulan II 2025; Response to Management Report for the Second Quarter of 2025 and RKAP Realization Report for the Second Quarter of 2025; 2. Penetapan Pimpinan RUPSLB Tahun 2025; dan Appointment of Chair of the 2025 EGMS; and 3. Lain-lain. Others.	✓	-	✓	✓	✓	✓	✓

Tanggal Date	Agenda Rapat Meeting Agenda	Amien Sunaryadi	Luky Alfirman*	Warih Sadono	Christian H. Siboro	Dini Shanti Purwono	Abdullah Aufa Fuad	Tony Setia Boedi Hoesodo
30 Juli 2025 July 30, 2025	1. Rekomendasi Pengadaan Kantor Akuntan Publik atas Pekerjaan *Agreed-Upon Procedure* Peringkat Komposit Risiko Tahun Buku 2023, 2024 dan 2025 (Komite Audit); dan Recommendation for the Procurement of a Public Accounting Firm to Conduct Agreed-Upon Procedures on the Composite Risk Rating for the 2023, 2024, and 2025 Financial Years (Audit Committee); and 2. Lain-lain. Others.	✓	-	✓	✓	✓	✓	✓
7 Agustus 2025 August 7, 2025	1. Tanggapan atas Usulan – 4 Revisi RKAP Tahun 2025 PGN (Komite Audit dan Komite PMRPU); Response to Proposal – 4 Revisions to PGN's 2025 RKAP (Audit Committee and PMRPU Committee); 2. Tanggapan atas Usulan Contigency Plan PT PGN Tahun 2025 (Komite PMRPU); Response to PT PGN's 2025 Contingency Plan Proposal (PMRPU Committee); 3. Tanggapan atas Usulan – 1 RKAP Tahun 2026 PGN (Semua Komite); dan Response to Proposal – 1 Revision to PGN's 2026 RKAP (All Committees); and 4. Lain-lain. Others.	✓	-	✓	✓	✓	✓	✓
14 Agustus 2025 August 14, 2025	1. Masa Tugas AKNK Komite Audit dan Hasil Wawancara Calon AKNK Komite Audit (Komite Audit dan Komite NRGCG); dan Term of Duty of Non-Commissioner Members of the Audit Committee and Interview Results of Candidates for the Non-Commissioner Members of the Audit Committee (Audit Committee and NRGCG Committee); 2. Lain-lain. Others.	✓	-	✓	✓	✓	✓	✓

*Tidak menjabat sejak 25 Maret 2025
*No longer in office since March 25, 2025

Periode 27 Agustus – 31 Desember 2025 | August 27 – December 31, 2025 Period

Tanggal Date	Agenda Rapat Meeting Agenda	Tony Setia Boedi Hoesodo	Widjono Hardjanto	Conny Lolyta Rumondor	Edward Omar Sharif Hiariej	Rambe Kamarul Zaman	Thanon Aria Dewangga
1 September 2025 September 1, 2025	1. Pembagian Tugas Dewan Komisaris; Division of Duties of the Board of Commissioners; 2. Perpanjangan Masa Tugas AKNK Komite Audit (Catatan: Tindak Lanjut Rapat Dewan Komisaris ke XXIV); Extension of the Term of Duty of Non-Commissioner Members of the Audit Committee (Note: Follow-Up on the 24th Meeting of the Board of Commissioners); 3. Tanggapan Atas Usulan Perubahan Pengurus Anak Perusahaan PGN (Catatan: Tindak Lanjut Rapat Dewan Komisaris ke XXIV); dan Response to Proposed Changes in PGN's Subsidiary Management (Note: Follow-Up on the 24th Meeting of the Board of Commissioners); and 4. Lain-lain. Others.	✓	✓	✓	✓	✓	✓
8 September 2025 September 8, 2025	1. Tanggapan Usulan Perubahan Pengurus Anak Perusahaan PGN; dan Response to Proposed Changes in PGN's Subsidiary Management; 2. Tanggapan Permohonan Persetujuan *Contigency Plan* PGN (KPMRPU); Response to PGN's Contingency Plan Approval Request (PMRPU Committee); 3. *Review* Laporan Internal Audit Triwulan II Tahun 2025 (KA); Review of Internal Audit Report for the SEcond Quarter of 2025 (Audit Committee); 4. *Review* Laporan PSA 62 Tahun 2024 (KA); Review of the 2024 PSA 64 Report (Audit Committee); 5. *Review* Hasil RUPST Anak Perusahaan dan Afiliasi PGN (KNRGCG); dan Review of AGMS Resolutions of PGN's Subsidiaries and Affiliates (NRGCG Committee); and 6. Lain-lain. Others.	✓	✓	✓	✓	✓	✓

Tanggal Date	Agenda Rapat Meeting Agenda	Tony Setia Boedi Hoesodo	Widjono Hardjanto	Conny Lolyta Rumondor	Edward Omar Sharif Hiariej	Rambe Kamarul Zaman	Thanon Aria Dewangga
18 September 2025 September 18, 2025	1. *Review* Laporan Kegiatan Internal Audit Triwulan II Tahun 2025 (KA); Review of Internal Audit Activity Report for the Second Quarter of 2025 (Audit Committee); 2. *Review* Laporan Audit PSA 62 Tahun 2024 (KA); Review of the 2024 PSA 62 Audit Report (Audit Committee); 3. *Review* Hasil RUPST Anak Perusahaan dan Afiliasi PT PGN Tbk (KNRGCG); Review of AGMS Resolutions of Subsidiaries and Affiliates of PT PGN Tbk (NRGCG Committee); 4. *Review* Usulan Revisi Annual Audit Plan Semester I Tahun 2025 Fungsi Internal Audit (KA); Review of Proposed Revisions to the Internal Audit Function's Annual Audit Plan for the First Semester of 2025 (Audit Committee); 5. *Review* Usulan Revisi Pedoman Kerja sama Pengembangan Bisnis (KNRGCG); Review of Proposed Revisions to the Manual on Business Development Cooperation (NRGCG Committee); 6. *Review* Usulan Draft KPI Direksi Individual Tahun 2025 (KNRGCG); Review of Proposed Draft of Individual KPI of the Board of Directors for 2025 (NRGCG Committee); 7. *Review* Usulan-2 RKAP 2026 (Semua Komite); Review of Proposal 2 to the 2026 RKAP (All Committees); 8. *Update* Realisasi KPI Dewan Komisaris dan Komite Dewan Komisaris Tahun 2025; dan Update on the 2025 KPI Realization of the Board of Commissioners and Committee of the Board of Commissioners ; and 9. Lain-lain. Others.	✓	✓	✓	✓	✓	✓

Tanggal Date	Agenda Rapat Meeting Agenda	Tony Setia Boedi Hoesodo	Widjono Hardjanto	Conny Lolyta Rumondor	Edward Omar Sharif Hiariej	Rambe Kamarul Zaman	Thanon Aria Dewangga
2 Oktober 2025 October 2, 2025	1. *Review* Usulan Draft KPI Direksi Individual Tahun 2025 (KNRGCG); Review of the Proposed Draft of Individual KPI of the Board of Directors for 2025 (NRGCG Committee); 2. *Review* Tindak Lanjut Laporan Tanggung Jawab Sosial dan Lingkungan (T JSL) dan Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) Tahun 2024 (KNRGCG); dan Review of the Follow-Up on Social and Environmental Responsibility (TJSL) Report and Financial Statements on Micro and Small Business Funding (PUMK) Program for 2024 (NRGCG Committee); and 3. Lain-lain. Others.	✓	✓	✓	✓	✓	✓
9 Oktober 2025 October 9, 2025	1. *Update* Realisasi Key Performance Indicator (KPI) Dewan Komisaris TW III Tahun 2025; Update on the Q3 2025 Realization of the Key Performance Indicators of the Board of Commissioners; 2. Draft Usulan Key Performance Indicator (KPI) Dewan Komisaris Tahun 2026; dan Draft of Proposed Key Performance Indicators (KPIs) of the Board of Commissioners for 2026; and 3. Lain-lain Others.	✓	✓	✓	✓	✓	✓
14 Oktober 2025 October 14, 2025	1. Tanggapan Atas Permohonan Penunjukan Asesor Asesmen GCG oleh Dewan Komisaris (Komite NRGCG); Response to the Request for Assessor Appointment for GCG Assessment by the Board of Commissioners (NRGCG Committee); 2. *Update* Penelaahan Kinerja Anak Perusahaan PGN (AKNK KNRGCG); dan Update on Performance Review of PGN Subsidiaries (Non-Commissioner Committee Members of the NRGCG Committee); and 3. Lain-lain Others.	✓	✓	✓	✓	✓	✓

Tanggal Date	Agenda Rapat Meeting Agenda	Tony Setia Boedi Hoesodo	Widjono Hardjanto	Conny Lolyta Rumondor	Edward Omar Sharif Hiariej	Rambe Kamarul Zaman	Thanon Aria Dewangga
24 Oktober 2025 October 24, 2025	1. *Review* Laporan Realisasi RKAP Triwulan III Tahun 2025 (Semua Komite); Review of RKAP Realization Report for the Third Quarter of 2025 (All Committees); 2. Tanggapan Usulan Revisi-2 RKAP 2025 (Semua Komite); Response to Proposed Revision-2 to the 2025 RKAP (All Committees); 3. *Update* Program TJSL (KNRGCG dan KA); dan TJSL Program Update (NRGCG Committee and Audit Committee); and 4. Lain-lain. Others.	✓	✓	✓	✓	✓	✓
11 November 2025 November 11, 2025	1. *Review* Usulan Perubahan Pengurus Anak Perusahaan PGN (KNRGCG); Review of Proposed Changes in PGN's Subsidiary Management (NRGCG Committee); 2. *Review* Usulan Penyesuaian Struktur Organisasi Dasar (BOD-1) Tahun 2025; Review of the Proposed Adjustment of the Basic Organizational Structure (BOD-1) for 2025; 3. *Review* Permohonan Informasi Strategic Issue, BOC dan Komite Audit Concern untuk Penyusunan Annual Audit Plan 2026 (Komite Audit); Review of Information Requests on Strategic Issues, BOC, and Audit Committee Concerns for the Formulation of the 2026 Annual Audit Plan (Audit Committee); 4. *Review* Laporan Hasil Audit Triwulan III Tahun 2025 (Komite Audit); dan Review of Audit Results Report for the Third Quarter of 2025 (Audit Committee); and 5. Lain-lain. Others.	✓	✓	✓	✓	✓	✓
14 November 2025 November 14, 2025	1. *Review* Usulan Revisi-3 RKAP 2025 (Semua Komite); dan Review of Proposed Revision-3 to the 2025 RKAP (All Committees); and 2. Lain-lain. Others.	✓	✓	✓	✓	✓	✓

Tanggal Date	Agenda Rapat Meeting Agenda	Tony Setia Boedi Hoesodo	Widjono Hardjanto	Conny Lolyta Rumondor	Edward Omar Sharif Hiariej	Rambe Kamarul Zaman	Thanon Aria Dewangga
20 November 2025 November 20, 2025	1. *Update* Persiapan BOD BOC Retret Terintegrasi Pertamina Group Tahun 2025 (Sekretaris Perusahaan); Update on the 2025 Pertamina Group Integrated BOD BOC Retreat Preparation (Corporate Secretary); 2. Mengikuti Secara *Online* Arahan oleh Dewan Komisaris PT Pertamina (Persero) dan Paparan Umum RJPP 2026-2030 oleh Direksi PT Pertamina (Persero) dalam Acara Pembahasan Teknis Rancangan RJPP 2026 -2030; dan Virtual Attendance to Receive Directives of the Board of Commissioners of PT Pertamina (Persero) and General Presentation of the Company's Long-Term Plan (RJPP) for 2026-2030 by the Board of Directors of PT Pertamina (Persero) during the Technical Discussion of the 2026-2030 RJPP Draft; and 3. Lain-lain. Others.	✓	✓	✓	✓	✓	✓
27 November 2025 November 27, 2025	1. *Review* Usulan Persetujuan Amendemen Shareholder Loan (SHL) PT Saka Energi Indonesia Tahun 2025 (KA dan KNRGCG); Review of Proposed Approval of Amendments to the Shareholder Loan (SHL) of PT Saka Energi Indonesia for 2025 (Audit Committee and NRGCG Committee); 2. *Review* Laporan Kegiatan Internal Audit TW III Tahun 2025 (Komite Audit); Review of Internal Audit Activity Report for Q3 of 2025 (Audit Committee); 3. *Review* Usulan-3 dan Usulan-4 RKAP 2026 (Semua Komite); Review of Proposal 3 and Proposal 4 to the 2026 RKAP (All Committees); 4. Draft Rencana Kerja Dewan Komisaris dan Rencana Kerja Komite Tahun 2026 (Semua Komite); dan Draft of the Work Plan of the Board of Commissioners and the Work Plan of Committees for 2026 (All Committees); and 5. Lain-lain. Others.	✓	✓	✓	✓	✓	✓

Tanggal Date	Agenda Rapat Meeting Agenda	Tony Setia Boedi Hoesodo	Widjono Hardjanto	Conny Lolyta Rumondor	Edward Omar Sharif Hiariej	Rambe Kamarul Zaman	Thanon Aria Dewangga
5 Desember 2025 December 5, 2025	1. *Review* Usulan Transaksi Pengalihan Data WNTS Pemping antara PGN dan PLN EPI (KNRGCG dan KA); Review of the Proposed WNTS Pemping Data Transfer Transaction between PGN and PLN EPI (NRGCG Committee and Audit Committee); 2. *Review* Usulan Piagam Audit Internal (Audit Charter) Tahun 2025 (KA); Review of Proposed 2025 Internal Audit Charter (Audit Committee); 3. *Update* Rencana Kerja Dewan Komisaris dan Rencana Kerja Komite Tahun 2026 (Semua Komite); dan Update on the Work Plan of the Board of Commissioners and the Work Plan of Committees for 2026 (All Committees); and 4. Lain-lain. Others.	✓	✓	✓	✓	✓	✓
18 Desember 2025 December 18, 2025	1. Mekanisme penyiapan bahan Rapat Gabungan; Mechanism for Joint Meeting Material Preparation; 2. Finalisasi Rencana Kerja Dewan Komisaris dan Rencana Kerja Komite Tahun 2026; Finalization of the Work Plan of the Board of Commissioners and the Work Plan of Committees for 2026; 3. *Review* RJPP 2026-2030 (Semua Komite); Review of the Company's Long-Term Plan for 2026-2030 (All Committees); 4. Penetapan Pimpinan RUPSLB 2025; dan Appointment of Chair of the 2025 Extraordinary GMS; and 5. Lain-lain. Others.	✓	✓	✓	✓	✓	✓
22 dan 29 Desember 2025 Desember 22 and 29, 2025	1. Masa Tugas Organ Dewan Komisaris PGN; dan Term of Duty of Organs of PGN's Board of Commissioners; and 2. Lain-lain. Others.	✓	✓	✓	✓	✓	✓
Persentase Kehadiran Masing-masing Anggota Attendance Rate of Each Member		100%	100%	100%	100%	100%	100%

Rapat Gabungan Dewan Komisaris dan Direksi
Joint Meetings of the Board of Commissioners and the Board of Directors

No.	Tanggal Date	Komisaris yang Hadir Commissioners in Attendance	Direktur yang Hadir Directors in Attendance	Agenda Agenda
Periode 1 Januari – 27 Agustus 2025 | January 1 – August 27, 2025 Period				
1.	22 Januari 2025 January 22, 2025	• Amien Sunaryadi • Luky Alfirman • Warih Sadono • Christian H. Siboro • Dini Shanti Purwono • Abdullah Aufa Fuad • Tony S.B Hoesodo	• Arief S. Handoko • Fadjar H. Widodo • Rachmat Hutama • Harry Budi Sidharta • Rosa Permata Sari • Ratih Esti Prihatini • Arief Kurnia Risdianto	1. Laporan Manajemen Periode Desember 2024; Management Report for December 2024 Period; 2. Hal-hal lain yang perlu dilaporkan Direksi kepada Dewan Komisaris Other matters that the Board of Directors needed to report to the Board of Commissioners.
2.	24 Februari 2025 January 24, 2025	• Amien Sunaryadi • Luky Alfirman • Warih Sadono • Christian H. Siboro • Dini Shanti Purwono • Abdullah Aufa Fuad • Tony S.B Hoesodo	• Arief S. Handoko • Fadjar H. Widodo • Rachmat Hutama • Harry Budi Sidharta • Rosa Permata Sari • Ratih Esti Prihatini • Arief Kurnia Risdianto	1. Laporan Manajemen Periode Januari 2025; Management Report for January 2025 Period; 2. *Draft* Laporan Keuangan *Audited* 2024; Draft of the 2024 Audited Financial Statements; 3. Hal-hal lain yang perlu dilaporkan Direksi kepada Dewan Komisaris. Other matters that the Board of Directors needed to report to the Board of Commissioners.
3.	20 Maret 2025 March 20, 2025	• Amien Sunaryadi • Luky Alfirman • Warih Sadono • Christian H. Siboro • Dini Shanti Purwono • Abdullah Aufa Fuad • Tony S.B Hoesodo	• Arief S. Handoko • Fadjar H. Widodo • Rachmat Hutama • Harry Budi Sidharta • Rosa Permata Sari • Ratih Esti Prihatini • Arief Kurnia Risdianto	1. Laporan Manajemen Periode Februari 2025; Management Report for February 2025 Period; 2. Hal-hal lain yang perlu dilaporkan Direksi kepada Dewan Komisaris. Other matters that the Board of Directors needed to report to the Board of Commissioners.
4.	24 April 2025 April 24, 2025	• Amien Sunaryadi • Warih Sadono • Christian H. Siboro • Dini Shanti Purwono • Abdullah Aufa Fuad • Tony S.B Hoesodo	• Arief S. Handoko • Fadjar H. Widodo • Rachmat Hutama • Harry Budi Sidharta • Rosa Permata Sari • Ratih Esti Prihatini • Arief Kurnia Risdianto	1. Laporan Manajemen Periode Maret 2025; Management Report for March 2025 Period; 2. Hal-hal lain yang perlu dilaporkan Direksi kepada Dewan Komisaris. Other matters that the Board of Directors needed to report to the Board of Commissioners.
5.	22 Mei 2025 May 22, 2025	• Amien Sunaryadi • Christian H. Siboro • Dini Shanti Purwono • Abdullah Aufa Fuad • Tony S.B Hoesodo	• Arief S. Handoko • Fadjar H. Widodo • Rachmat Hutama • Harry Budi Sidharta • Rosa Permata Sari • Ratih Esti Prihatini • Arief Kurnia Risdianto	1. Laporan Manajemen Periode April Tahun 2025; Management Report for April 2025 Period; 2. Usulan Keputusan RUPST Tahun Buku 2024; Proposal of the AGMS Resolution of the 2024 Financial Year; 3. Wacana Pembangunan Jargas di seluruh wilayah Batam; Discourse on Gas Network Development across all Batam regions; 4. Hal-hal lain yang perlu dilaporkan Direksi kepada Dewan Komisaris. Other matters that the Board of Directors needed to report to the Board of Commissioners.
6.	26 Juni 2025 June 26, 2025	• Amien Sunaryadi • Warih Sadono • Christian H. Siboro • Dini Shanti Purwono • Abdullah Aufa Fuad • Tony S.B Hoesodo	• Arief S. Handoko • Fadjar H. Widodo • Rachmat Hutama • Harry Budi Sidharta • Rosa Permata Sari • Ratih Esti Prihatini • Arief Kurnia Risdianto	1. Laporan Manajemen Periode Mei Tahun 2025; Management Report for May 2025 Period; 2. *Update* Rencana Kegiatan Tim Konsolidasi PGN Group; Update on PGN Group Consolidation Team Activity Plan; 3. Hal-hal lain yang perlu dilaporkan Direksi kepada Dewan Komisaris. Other matters that the Board of Directors needed to report to the Board of Commissioners.
7.	23 Juli 2025 July 23, 2025	• Amien Sunaryadi • Warih Sadono • Christian H. Siboro • Dini Shanti Purwono • Abdullah Aufa Fuad • Tony S.B Hoesodo	• Arief S. Handoko • Fadjar H. Widodo • Harry Budi Sidharta • Rosa Permata Sari • Ratih Esti Prihatini • Rachmat Hutama • Arief Kurnia Risdianto	1. Laporan Manajemen Periode Juni sekaligus Triwulan II Tahun 2025; Management Report for June 2025 and the Second Quarter of 2025; 2. *Update* Strategi dan Program Pembinaan Karyawan Mendukung RJPP 2025 – 2029; dan Update on Strategies and Employee Development Programs to Support the 2025 – 2029 RJPP; and 3. Hal-hal lain yang perlu dilaporkan Direksi kepada Dewan Komisaris. Other matters that the Board of Directors needed to report to the Board of Commissioners.

No.	Tanggal Date	Komisaris yang Hadir Commissioners in Attendance	Direktur yang Hadir Directors in Attendance	Agenda Agenda
8.	25 Agustus 2025 August 25, 2025	• Amien Sunaryadi • Warih Sadono • Christian H. Siboro • Dini Shanti Purwono • Abdullah Aufa Fuad • Tony S.B Hoesodo	• Arief S. Handoko • Fadjar H. Widodo • Harry Budi Sidharta • Rosa Permata Sari • Ratih Esti Prihatini • Rachmat Hutama • Arief Kurnia Risdianto	1. Laporan Manajemen Periode Juli Tahun 2025; Management Report for July 2025 Period; 2. *Update* Rencana Pengembangan / Restrukturisasi Bisnis PT PGAS Solution; Update on PT PGAS Solution Business Development/ Restructuring Plan 3. *Update* Persiapan RUPSLB Tahun 2025; dan Update on Preparations for the 2025 EGMS; and 4. Hal-hal lain yang perlu dilaporkan Direksi kepada Dewan Komisaris. Other matters that the Board of Directors needed to report to the Board of Commissioners.
Periode 27 Agustus – 31 Desember 2025 | August 27 – December 31, 2025 Period				
9.	25 September 2025 September 25, 2025	• Tony S.B Hoesodo • Rambe Kamarul Zaman • Conny Lolyta Rumondor • Widjono Hardjanto • Edward O.S Hiariej • Thanon Aria Dewangga	• Arief Kurnia Risdianto • Rachmat Hutama • Hery Murahmanta • Catur Dermawan • Aldiansyah Idham • Mirza Mahendra • Eri Surya Kelana	1. Laporan Manajemen PGN Periode Agustus Tahun 2025; PGN Management Report for August 2025 Period; 2. *Update* Kasus-kasus Hukum PGN dan Anak Perusahaan PGN; Update on Legal Cases of PGN and Its Subsidiaries; 3. *Update* Strategi Pencapaian RKAP 2025 dan KPI Korporat 2025; dan Update on Strategies to Achieve the 2025 RKAP and 2025 Corporate KPI; and 4. Hal-hal lain yang perlu dilaporkan Direksi kepada Dewan Komisaris Other matters that the Board of Directors needed to report to the Board of Commissioners.
10.	24 Oktober 2025 October 24, 2025	• Tony S.B Hoesodo • Rambe Kamarul Zaman • Conny Lolyta Rumondor • Widjono Hardjanto • Edward O.S Hiariej • Thanon Aria Dewangga	• Arief Kurnia Risdianto • Rachmat Hutama • Hery Murahmanta • Catur Dermawan • Aldiansyah Idham • Mirza Mahendra • Eri Surya Kelana	1. Laporan Manajemen PGN Periode September dan Triwulan III Tahun 2025; PGN Management Report for September 2025 and the Third Quarter of 2025; 2. Usulan-3 RKAP 2026 dan *Update* Tindak Lanjut Konsinyering Rancangan RKAP 2026 Pertamina (Persero); dan Proposal-3 to the 2026 RKAP and Update on Follow-Up Meeting for the 2026 RKAP Draft of Pertamina (Persero); and 3. Hal-hal lain yang perlu dilaporkan Direksi kepada Dewan Komisaris. Other matters that the Board of Directors needed to report to the Board of Commissioners.
11.	27 November 2025 November 27, 2025	• Tony S.B Hoesodo • Rambe Kamarul Zaman • Conny Lolyta Rumondor • Widjono Hardjanto • Edward O.S Hiariej • Thanon Aria Dewangga	• Arief Kurnia Risdianto • Rachmat Hutama • Hery Murahmanta • Catur Dermawan • Aldiansyah Idham • Mirza Mahendra • Eri Surya Kelana	1. Laporan Manajemen PGN Periode Oktober Tahun 2025; PGN Management Report for October 2025 Period; 2. *Update* Persiapan RUPSLB PGN Tahun 2025; Update on Preparations for PGN's 2025 EGMS; 3. Hal-hal lain yang perlu dilaporkan Direksi kepada Dewan Komisaris. Other matters that the Board of Directors needed to report to the Board of Commissioners.
12.	22 Desember 2025 December 22, 2025	• Tony S.B Hoesodo • Rambe Kamarul Zaman • Conny Lolyta Rumondor • Widjono Hardjanto • Edward O.S Hiariej • Thanon Aria Dewangga	• Arief Kurnia Risdianto • Rachmat Hutama • Hery Murahmanta • Catur Dermawan • Aldiansyah Idham • Mirza Mahendra • Eri Surya Kelana	1. Laporan Manajemen PGN Periode November Tahun 2025; PGN Management Report for November 2025 Period; 2. *Update* Persiapan RUPSLB dan Usulan Persetujuan Keputusan RUPSLB Tahun 2025; Update on Preparations for EGMS and Approval Request for the Resolutions of the 2025 EGMS; 3. Usulan RKAP Tahun 2026; Proposal for the 2026 RKAP; 4. Kalender Kegiatan Dewan Komisaris Tahun 2026; 2026 Activity Calendar of the Board of Commissioners; 5. Hal-hal lain yang perlu dilaporkan oleh Direksi kepada Dewan Komisaris. Other matters that the Board of Directors needed to report to the Board of Commissioners.
Persentase Kehadiran Attendance Rate		100%	100%	

Keterangan: Bapak Luky Alfirman sudah tidak menjabat sejak 25 Maret 2025
Note: Luky Alfirman is no longer in office since March 25, 2025

Kehadiran Dewan Komisaris dalam RUPS
Attendance of the Board of Commissioners at GMS

Nama Name	Jabatan Position	Kehadiran pada RUPST 28 Mei 2025 Attendance at AGMS on May 28, 2025	Persentase(%) Percentage (%)	Kehadiran pada RUPSLB 2025 Attendance at EGMS on 2025			
				27 Agustus 2025 August 27, 2025	Persentase(%) Percentage (%)	29 Desember 2025 December 29, 2025	Persentase(%) Percentage (%)
Periode 1 Januari – 27 Agustus 2025 | January 1 – August 27, 2025 Period							
Amien Sunaryadi	Komisaris Utama dan Komisaris Independen President Commissioner and Independent Commissioner	1	100	1	100	-	-
Dini Shanti Purwono	Komisaris Independen Independent Commissioner	1	100	1	100	-	-
Warih Sadono	Komisaris Commissioner	-	-	1	100	-	-
Luky Alfirman*	Komisaris Commissioner	-	-	-	-	-	-
Christian H. Siboro	Komisaris Independen Independent Commissioner	1	100	1	100	-	-
Abdullah Aufa Fuad	Komisaris Independen Independent Commissioner	1	100	1	100	-	-
Tony Setia Boedi Hoesodo	Komisaris Independen Independent Commissioner	1	100	1	100	1	100
Periode 27 Agustus 2025-sekarang | August 27, 2025 – Present Period							
Tony Setia Boedi Hoesodo	Komisaris Utama merangkap Komisaris Independen President Commissioner concurrently serving as Independent Commissioner	1	100	1	100	1	100
Widjono Hardjanto	Komisaris Independen Independent Commissioner	-	-	-	-	-	-
Conny Lolyta Rumondor	Komisaris Independen Independent Commissioner	-	-	-	-	1	100
Rambe Kamarul Zaman	Komisaris Commissioner	-	-	-	-	1	100
Edward Omar Sharif Hiariej	Komisaris Commissioner	-	-	-	-	1	100
Thanon Aria Dewangga	Komisaris Commissioner	-	-	-	-	1	100

*Tidak menjabat sejak 25 Maret 2025
*No longer in office since March 25, 2025

KOMISARIS INDEPENDEN

Kriteria Penentuan Komisaris Independen

Komisaris Independen merupakan anggota Dewan Komisaris yang menjalankan fungsi pengawasan secara objektif dan independen. Untuk menjaga independensi, Komisaris Independen tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham, dan/atau hubungan keluarga dengan anggota Dewan Komisaris lainnya, anggota Direksi, Pemegang Saham Pengendali, maupun pihak lain, termasuk BUMN terkait, yang berpotensi memengaruhi independensi dalam pengambilan keputusan.

Ketentuan ini sejalan dengan Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara pada bagian ketiga, pasal 15 ayat (4). Berdasarkan peraturan tersebut, Komisaris Independen harus berasal dari luar Perseroan dan wajib memenuhi persyaratan independensi sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan Nomor 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, antara lain:

1. Bukan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perseroan dalam enam bulan terakhir;
2. Tidak mempunyai saham pada Perseroan;
3. Tidak mempunyai hubungan afiliasi dengan Perseroan, anggota Dewan Komisaris, anggota Direksi, atau pemegang saham utama Perseroan; dan
4. Tidak mempunyai hubungan usaha yang berkaitan dengan kegiatan usaha Perseroan.

INDEPENDENT COMMISSIONERS

Criteria for Independent Commissioners

Independent Commissioners are members of the Board of Commissioners who carry out the supervisory function objectively and independently. To maintain independence, Independent Commissioners have no financial relations, management relations, share ownership, and/or family relationships with other members of the Board of Commissioners, members of the Board of Directors, Controlling Shareholders, or other parties, including relevant SOEs, that may influence independence in decision-making.

This provision aligns with Article 15 paragraph (4) in the third part of Regulation of the Minister of SOEs Number PER-2/MBU/03/2023 on Manual for Governance and Significant Corporate Activities of SOEs. Based on the regulation, Independent Commissioners must come from outside the Company and must meet the independence requirements as stipulated in Regulation of the Financial Services Authority Number 33/POJK.04/2014 on the Board of Directors and the Board of Commissioners of Issuers or Public Companies, including:

1. Not working nor having the authority and responsibility to plan, lead, control, or supervise the Company's activities for the last six months;
2. Not owning any shares of the Company;
3. Not having any affiliation with the Company, members of the Board of Commissioners, members of the Board of Directors, or the majority shareholders of the Company; and
4. Not having any business relations related to the business activities of the Company.

Komposisi dan Keanggotaan Komisaris Independen

Composition and Membership of Independent Commissioners



50%

Anggota Dewan Komisaris adalah Independen
Members of the Board of Commissioners are Independent

Terdapat perubahan komposisi Komisaris Independen selama tahun 2025, sebagai berikut:

1. Periode 1 Januari – 25 Maret 2025, anggota Dewan Komisaris Perseroan berjumlah tujuh orang dengan lima anggota Komisaris Independen.
2. Periode 26 Maret – 26 Agustus 2025, anggota Dewan Komisaris berjumlah enam orang dengan lima anggota Komisaris Independen.
3. Periode 27 Agustus – 31 Desember 2025, anggota Dewan Komisaris berjumlah enam orang dengan tiga anggota Komisaris Independen.

Komisaris Independen PGN per 31 Desember 2025 dijabat oleh Tony Setia Boedi Hoesodo, Widjono Hardjanto, dan Conny Lolyta Rumondor.

Per 31 Desember 2025, jumlah Komisaris Independen PGN mencapai 50% dari seluruh anggota Dewan, atau telah memenuhi ketentuan Peraturan Otoritas Jasa Keuangan Nomor 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, yang menyebutkan bahwa setiap perusahaan publik harus memiliki Komisaris Independen sekurang-kurangnya 30% dari jumlah seluruh anggota Dewan Komisaris.

The following changes were made in the composition of Independent Commissioners in 2025:

1. From January 1 to March 25, 2025, the Company's Board of Commissioners consisted of seven members, five of whom were Independent Commissioners.
2. From March 26 to August 26, 2025, the Company's Board of Commissioners consisted of six members, five of whom were Independent Commissioners.
3. From August 27 to December 31, 2025, the Company's Board of Commissioners consisted of six members, three of whom were Independent Commissioners.

PGN's Independent Commissioners as of December 31, 2025 were Tony Setia Boedi Hoesodo, Widjono Hardjanto, and Conny Lolyta Rumondor.

As of December 31, 2025, PGN's Independent Commissioners represent 50% of the total board members, complying with the provision in Regulation of the Financial Services Authority Number 33/POJK.04/2014 on the Board of Directors and the Board of Commissioners of Issuers or Public Companies, which stipulates that every public company must have Independent Commissioners who represent a minimum of 30% of the total members of the Board of Commissioners.

Jumlah Komisaris Independen PGN juga telah memenuhi ketentuan Peraturan Menteri BUMN PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, yang menyebutkan bahwa paling sedikit 20% dari komposisi Dewan Komisaris merupakan anggota Dewan Komisaris Independen yang ditetapkan dalam keputusan pengangkatannya.

Pernyataan Independensi Komisaris Independen

Seluruh Komisaris Independen telah memenuhi kriteria sesuai dengan peraturan perundang-undangan yang berlaku.

The number of PGN's Independent Commissioners has also adhered to the provision in Regulation of the Minister of SOE Number PER-2/MBU/03/2023 on Manual for Governance and Significant Corporate Activities of SOEs, which states that in the composition of the Board of Commissioners, at least 20% are Independent Commissioners as stipulated in the decree of appointment.

Independence Statement of Independent Commissioners

All Independent Commissioners have met the criteria in accordance with applicable laws and regulations.

No.	Uraian Description	Tony Setia Boedi Hoesodo	Widjono Hardianto	Conny Lolyta Rumondor
Pernyataan Independensi/ Statement of Independence				
1	Tidak bekerja atau memiliki wewenang untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perseroan dalam enam bulan terakhir Not working nor having the authority to plan, lead, control, or supervise the Company's activities for the last six months	✓	✓	✓
2	Tidak secara langsung ataupun tidak langsung memiliki saham di Perseroan Not directly or indirectly owning any shares of the Company	✓	✓	✓
3	Tidak memiliki hubungan afiliasi dengan Perseroan atau pemegang saham utama/pengendali atau salah satu anggota Dewan Komisaris atau Direksi. Not having any affiliation with the Company, majority/controlling shareholders, or any members of the Board of Commissioners or the Board of Directors	✓	✓	✓
4	Tidak memiliki hubungan kerja/profesional langsung atau tidak langsung dengan Perseroan Not directly or indirectly having any work/professional relationship with the Company	✓	✓	✓
Pernyataan Kepatuhan/ Statement of Compliance				
1	Memenuhi persyaratan menjadi anggota Dewan Komisaris sesuai Piagam Dewan Komisaris dan ketentuan dalam Peraturan OJK Nomor 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik Meeting the requirements to become a member of the Board of Commissioners in accordance with the Charter of the Board of Commissioners and the provisions stated in Regulation of the Financial Services Authority (OJK) Number 33/POJK.04/2014 on the Board of Directors and the Board of Commissioners of Issuers or Public Companies	✓	✓	✓

DIREKSI
BOARD OF DIRECTORS

Direksi merupakan organ tata kelola yang memiliki kewenangan dan tanggung jawab atas pengurusan Perseroan untuk kepentingan Perseroan, sesuai dengan maksud dan tujuan Perseroan, serta mewakili Perseroan di dalam maupun di luar pengadilan sesuai ketentuan Anggaran Dasar. Direksi diangkat dan diberhentikan oleh RUPS.

Seluruh pelaksanaan tugas Direksi dilakukan dengan itikad baik dan penuh tanggung jawab. Setiap anggota Direksi bertanggung jawab penuh secara pribadi dan tanggung renteng atas kerugian Perseroan, apabila bersalah atau lalai menjalankan tugasnya sesuai ketentuan perundangan-undangan.

Direksi bertugas dan bertanggung jawab secara kolegial. Masing-masing Direktur dapat bertindak dan mengambil putusan sesuai pembagian tugas dan wewenang masing-masing Direktur, namun, pelaksanaan tugas oleh masing-masing Direktur tetap merupakan tanggung jawab bersama. Kedudukan anggota Direksi termasuk Direktur Utama adalah setara. Tugas Direktur Utama sebagai *primus inter pares* adalah mengkoordinasikan kegiatan Direksi.

The Board of Directors is a governance organ that has the authority and responsibility for managing the Company for the Company's best interests based on the purpose and objectives of the Company, as well as representing the Company inside and outside the court in accordance with the provisions of the Articles of Association. The Board of Directors is appointed and dismissed by the GMS.

Every duty of the Board of Directors is carried out in good faith and with full responsibility. Each member of the Board of Directors is fully responsible personally and collectively for the Company's losses if he/she is guilty or neglects to perform his/her duties in accordance with the provisions of laws and regulations.

The Board of Directors performs its duties and responsibilities collegially. Each Director may take actions and make decisions in accordance with the division of duties and authorities, but the implementation of duties by each Director remains a collective responsibility. All members of the Board of Directors, including the President Director, have equal status. The duty of the President Director as primus inter pares is to coordinate the activities of the Board of Directors.

RUANG LINGKUP PEKERJAAN DAN TANGGUNG JAWAB MASING-MASING ANGGOTA DIREKSI

Pembagian tugas dan wewenang Direksi dapat diatur oleh RUPS. Namun dalam hal RUPS tidak menetapkan, maka pembagian tugas dan wewenang anggota Direksi ditetapkan berdasarkan keputusan Direksi. Direksi melakukan penetapan sendiri atas pembagian tugas dan tanggung jawab masing-masing anggota Direksi secara lebih rinci melalui Keputusan Direksi Nomor 085700.K/OT.00/PDO/2024 tanggal 24 Desember 2024.

SCOPE OF WORK AND RESPONSIBILITY OF EACH MEMBER OF THE BOARD OF DIRECTORS

The division of duties and authority of the Board of Directors may be determined by the GMS. However, in the event that the GMS does not stipulate it, the division of duties and authority of members of the Board of Directors is determined based on the decree of the Board of Directors. The Board of Directors stipulates on its own the division of duties and responsibilities of each member of the Board of Directors in further detail in Decree of the Board of Directors Number 085700.K/OT.00/PDO/2024 dated December 24, 2024.

Informasi mengenai tugas dan tanggung jawab masing-masing anggota Direksi diuraikan sebagai berikut:

Information on the duties and responsibilities of each member of the Board of Directors is as follows:

No.	Direktorat Directorate	Fungsi Functions
1	Direktur Utama President Director	1. Pengelolaan relasi dan komunikasi dengan investor, pengelolaan strategi komunikasi korporat, pengelolaan relasi *stakeholder*, layanan dukungan BOD BOC, serta kegiatan CSR sesuai peraturan perundang-undangan yang berlaku; Manage relations and communications with investors, corporate communication strategy management, support services for the BOD and BOC, and CSR activities in accordance with applicable laws and regulations; 2. Pemenuhan kepatuhan terhadap peraturan perundang-undangan, penyusunan kontrak, penanganan kasus litigasi dan non liligasi di lingkungan Perusahaan, serta memastikan pelaksanaan tata kelola Perusahaan yang baik (GCG); Ensure compliance with laws and regulations, draft contracts, handle litigation and non-litigation cases within the Company, and ensure the implementation of good corporate governance (GCG); 3. Pengelolaan kegiatan audit Perusahaan berikut tindak lanjutnya. serta memberikan konsultasi fungsi pengawasan dan pendampingan audit eksternal; Manage the Company's audit activities and the follow-up actions and provide consultation for supervisory function and external audit assistance; 4. Pengelolaan penyusunan dan implementasi kebijakan, pedoman, dan program HSSE, berikut *monitoring*-nya; Manage and monitor the formulation and implementation of HSSE policies, manuals, and programs; 5. Pengelolaan kegiatan advokasi regulasi serta isu kritikal Perusahaan kepada *stakeholder* strategis Manage advocacy activities related to regulations and critical Company issues directed at strategic stakeholders.
2	Direktur Strategi dan Pengembangan Bisnis Director of Strategy and Business Development	1. Pengelolaan pengembangan bisnis baru dan portofolio hilir pemanfaatan gas bumi; pengelolaan dan pengembangan inkubasi bisnis; optimalisasi perencanaan infrastruktur *midstream* Subholding Gas, termasuk infrastruktur antar Wilayah Jaringan Distribusi serta Wilayah Niaga Tertentu (WJD/WNT); pengelolaan Rencana Umum Penyediaan Gas (RUPG) Subholding Gas, serta optimalisasi rantai pasokan untuk perencanaan sistem infrastruktur terintegrasi Subholding Gas; Manage new business development and portfolio of downstream natural gas utilization; manage and develop business incubation; optimize Gas Subholding midstream infrastructure planning, including infrastructure connecting Distribution Network Regions and Specified Trade Areas (WJD/WNT); manage the Gas Supply General Plan (RUPG) of Gas Subholding; and optimize supply chain for the integrated infrastructure planning of Gas Subholding; 2. Pengelolaan perencanaan dan *roadmap* strategis Perusahaan, pengelolaan Transformasi dan proses bisnis Perusahaan; pengelolaan program strategis Perusahaan; pengelolaan program *sustainability* Perusahaan (ESG); Manage the Company's strategic planning and roadmap, manage the Company's Transformation and business process; manage the Company's strategic programs; and manage the Company's sustainability program (ESG); 3. Pengelolaan KPI Korporat & Direktorat; *monitoring* dan evaluasi kinerja investasi untuk Subholding Gas Group (secara fisik dan keuangan); Penyusunan kebijakan maturitas investasi, serta koordinator investasi & *office* proses persetujuan investasi; Manage Corporate & Directorate KPIs; monitor and evaluate investment performance for Gas Subholding Group (physically and financially); prepare investment maturity policies; investment coordinators, and investment approval process office; 4. Pengelolaan kegiatan portofolio Perusahaan, *strategic partnership*, mengoordinasikan proses kemitraan (termasuk M&A) Subholding Gas, menyusun pengikatan kemitraan untuk bisnis yang diinisiasi oleh Business Development. Manage the Company's portfolio activities, manage strategic partnerships, coordinate partnership processes (including M&A) of Gas Subholding, and draft partnership agreements for businesses initiated by Business Development.
3	Direktur Infrastruktur dan Teknologi Director of Infrastructure and Technology	1. Pengelolaan kebijakan dan pelaksanaan kegiatan Engineering dan Technology, serta standar dan prosedur pelaksanaan proyek infrastruktur; Manage policies and implement activities related to Engineering and Technology, as well as ensure standards and procedures for infrastructure project implementation; 2. Pengelolaan eksekusi proyek pengembangan infrastruktur gas bumi (jaringan pipa dan non pipa), melakukan *monitoring progress* fisik atas kegiatan investasi Subholding Gas, serta melakukan *gap analysis* kinerja investasi dan *recovery plan*-nya; Manage the execution of natural gas (pipeline and non-pipeline network) infrastructure development projects, monitor the physical progress of Gas Subholding investment activities, and conduct gap analysis of investment performance and the recovery plan;

No.	Direktorat Directorate	Fungsi Functions
		3. Pengelolaan percepatan pembangunan infrastruktur jaringan gas rumah tangga (Jargas RT), *dashboarding* konstruksi proyek jargas RT; serta strategi optimasi aset Jargas RT; Manage the acceleration of household gas network infrastructure development, manage the household gas network project construction dashboard, and manage household gas network asset optimization strategies; 4. Pengelolaan sasaran kinerja, standar, kebijakan kegiatan manajemen aset jaringan gas bumi (pipa dan non pipa), dan kegiatan *operation and maintenance* serta integritas infrastruktur gas bumi (pipa dan non pipa) sesuai *process safety and asset integrity management system*. Manage performance targets, standards, and policies related to asset management of natural gas network (pipeline and non-pipeline), manage operation and maintenance activities, and ensure the integrity of natural gas infrastructure (pipeline and non-pipeline) according to the process safety and asset integrity management system.
4	Direktur Komersial Director of Commercial	1. Pengelolaan pasokan gas bumi (pipa dan non pipa), serta kegiatan Trading LNG PGN, termasuk kegiatan transportasi LNG; Manage natural gas supply (pipeline and non-pipeline) as well as PGN's LNG Trading activities, including LNG transportation activities; 2. Penguatan integrasi dalam kegiatan optimasi penyaluran gas ke pelanggan, serta pengelolaan keseimbangan pasok dan permintaan pelanggan; Strengthen integration in gas distribution optimization activities to customers, as well as manage the balance between supply and customer demand; 3. Pengelolaan strategi, kebijakan, dan program kegiatan niaga (*marketing*, *sales*, dan *customer management*); melakukan market research dan *canvasing* di wilayah baru; agregasi pengelolaan bisnis niaga gas bumi di Subholding Gas Group; melakukan penyusunan *roadmap* pengembangan jaringan gas bumi rumah tangga (Jargas) dan mengoordinasikan pengembangan Jargas; mengonsolidasikan realisasi pencapaian (kinerja) niaga gas bumi; serta kegiatan niaga untuk pelanggan korporat; Manage strategies, policies and programs for trade activities (marketing, sales, and customer management); conduct market research and canvassing in new regions; aggregate natural gas trade business management in Gas Subholding Group; formulate a roadmap for household natural gas network development and coordinate natural gas development; consolidate the realizations of natural gas trade achievements (performance); and manage trade activities for corporate customers; 4. Pengelolaan kegiatan niaga di regional; melakukan pengembangan bisnis gas bumi di wilayah eksisting; melakukan pengelolaan anggaran biaya, relasi dengan *stakeholder*, layanan umum, dan berperan sebagai *Point of Contact* di Regional dan Area, serta memberikan *support*dalam kegiatan penanggulangan keadaan darurat. Manage trade activities at the regional level; carry out natural gas business development in existing regions; manage budgets, relations with stakeholders, and general services; act as the Regional and Area Point of Contact; and provide support for emergency response activities.
5	Direktur Keuangan Director of Finance	1. Pengelolaan kebijakan, strategi, dan standar untuk penyusunan RKAP, pengendalian RKAP serta *management analytics* Subholding Gas Group, Pengelolaan *cost, revenue analytics and reporting, investment tracking* dan *revenue management* Subholding Gas Group; Manage policies, strategies, and standards for RKAP formulation, RKAP control, and management analytics of Gas Subholding Group; manage cost, revenue analytics and reporting, investment tracking, and revenue management of Gas Subholding Group; 2. Pengelolaan kebijakan, sistem dan prosedur *corporate finance*, pendanaan, *trade finance* serta asuransi aset di Subholding Gas Group, Pengelolaan *cash flow* PGN, serta Pengelolaan kegiatan *revenue assurance* atas kegiatan usaha gas PGN dan pengelolaan piutang usaha PGN; Manage policies, systems, and procedures for corporate finance, funding, trade finance, and asset insurance at Gas Subholding Group; Manage PGN's cash flow; as well as manage revenue assurance activities for PGN's gas business activities and manage PGN's trade receivables; 3. Pengelolaan kebijakan, strategi, perencanaan, pengendalian akuntansi dan kepatuhan perpajakan, perancangan dan *monitoring* implementasi Internal Control over Financial Reporting (ICoFR) di PGN, serta Pengelolaan pelaksanaan dan penyelenggaraan pelaporan keuangan sesuai dengan standar akuntansi yang berlaku di Indonesia; Manage policies, strategies, planning, and control of accounting and tax compliance, plan and monitor the implementation of Internal Control over Financial Reporting (ICoFR) at PGN, and manage the execution of financial reporting in accordance with the accounting standards applicable in Indonesia.

No.	Direktorat Directorate	Fungsi Functions
6	Direktur SDM dan Penunjang Bisnis Director of HR and Business Support	1. Pengelolaan strategi, kebijakan, dan pelaksanaan bidang Human Capital dalam mengembangkan Sumber Daya Manusia (SDM) sesuai dengan budaya perusahaan melalui pengelolaan yang efektif dan efisien untuk mencapai tujuan organisasi; Manage strategies, policies, and implementation in the Human Capital field to develop Human Resources (HR) according to the corporate culture in an effective and efficient manner to achieve the purposes of the organization; 2. Pengelolaan pengembangan dan implementasi layanan Information and Communication Technology (ICT) Perusahaan terkait dengan teknologi informasi; infrastruktur ICT dan penyelarasan strategi bisnis dalam lingkup ICT dengan Holding Migas; Manage the development and implementation of the Company's Information and Communication Technology services, manage ICT infrastructure, and align business strategies within the scope of ICT with the Oil and Gas Holding; 3. Pengelolaan kebijakan dan strategi pengadaan barang/jasa Perusahaan proyek infrastruktur gas bumi dan non keproyekan, serta pengelolaan penggunaan komponen dalam negeri; Manage policies and strategies of the Company's goods/services procurement for natural gas infrastructure project and non-project, and manage the use of local components; 4. Pengelolaan aset non jaringan, pengelolaan penggunaan lahan, pengelolaan fasilitas penunjang kegiatan operasional, dan layanan umum Subholding Gas. Manage non-network assets, land use, supporting facilities for operational activities, and general services of Gas Subholding;
7	Direktur Manajemen Risiko Director Risk Management	1. Pengelolaan strategi manajemen risiko dan melaksanakan penerapan tata kelola manajemen risiko secara terintegrasi; Manage risk management strategies and implement integrated risk management governance; 2. Pengelolaan risiko terhadap kegiatan operasional Perusahaan, pengelolaan pengendalian internal dalam mendukung manajemen risiko, dan sistem manajemen keberlangsungan bisnis (Business Continuity Management System/BCMS); Manage risks of the Company's operational activities, internal control to support risk management, and Business Continuity Management System (BCMS); 3. Pengelolaan risiko terhadap kegiatan investasi Perusahaan serta pengelolaan risiko atas pengembangan bisnis dan kerja sama dengan pihak lain. Manage risks of the Company's investment activities as well as risks of business development and cooperation with other parties.

Efektif sejak tanggal 1 Januari 2026, terdapat perubahan pembagian tugas dan tanggung jawab masing-masing anggota Direksi melalui Keputusan Direksi Nomor 000500.K/OT.00/PDO/2026 tanggal 7 Januari 2026 tentang Struktur Organisasi BOD-1 PT Perusahaan Gas Negara Tbk.

Effective from January 1, 2026, there were changes in the division of duties and responsibilities of each member of the Board of Directors based on Decree of the Board of Directors Number Number 000500.K/OT.00/PDO/2026 dated January 7, 2026 on the BOD-1 Organizational Structure of PT Perusahaan Gas Negara Tbk.

No.	Direktorat Directorate	Fungsi Functions
1	Direktur Utama President Director	1. Pengelolaan strategi advokasi regulasi dan isu bisnis strategis Perusahaan terkait regulasi tata kelola gas bumi dan LNG, strategi *stakeholder management*, strategi komunikasi korporat, layanan dukungan korporat, serta kegiatan Corporate Social Responsibility (CSR) sesuai peraturan perundang-undangan yang berlaku; Manage strategies for regulatory advocacy and the Company's strategic business issues related to natural gas and LNG governance regulations, stakeholder management strategies, corporate communication strategies, corporate support services, and Corporate Social Responsibility (CSR) activities in accordance with applicable laws and regulations; 2. Pemenuhan kepatuhan terhadap peraturan perundang-undangan, penyusunan kontrak, penanganan kasus litigasi dan non litigasi di lingkungan Perusahaan, serta memastikan pelaksanaan tata kelola Perusahaan yang baik (GCG); Ensure compliance with laws and regulations, draft contracts, handle litigation and non-litigation cases within the Company, and ensure the implementation of good corporate governance (GCG); 3. Pengelolaan kegiatan audit Perusahaan berikut tindak lanjutnya. serta memberikan konsultasi fungsi pengawasan dan pendampingan audit eksternal; Manage the Company's audit activities and the follow-up actions and provide consultation for supervisory function and external audit assistance; 4. Pengelolaan penyusunan dan implementasi kebijakan, pedoman, dan program HSSE, berikut proses *monitoring*. Manage and monitor the formulation and implementation of HSSE policies, manuals, and programs.

No.	Direktorat Directorate	Fungsi Functions
2	Direktur Strategi dan Pengembangan Bisnis Director of Strategy and Business Development	1. Pengelolaan pengembangan bisnis baru dan portofolio hilir pemanfaatan gas bumi; pengelolaan dan pengembangan inkubasi bisnis; optimalisasi perencanaan infrastruktur *midstream* SH Gas, termasuk infrastruktur antar Wilayah Jaringan Distribusi serta Wilayah Niaga Tertentu (WJD/WNT); pengelolaan Rencana Umum Penyediaan Gas (RUPG) Subholding Gas, serta optimalisasi rantai pasokan untuk perencanaan sistem infrastruktur terintegrasi Subholding Gas; Manage new business development and portfolio of downstream natural gas utilization; manage and develop business incubation; optimize Gas Subholding midstream infrastructure planning, including infrastructure connecting Distribution Network Regions and Specified Trade Areas (WJD/WNT); manage the Gas Supply General Plan (RUPG) of Gas Subholding; and optimize supply chain for the integrated infrastructure planning of Gas Subholding; 2. Pengelolaan perencanaan dan *roadmap* strategis Perusahaan, pengelolaan Transformasi dan proses bisnis Perusahaan; pengelolaan program strategis Perusahaan; pengelolaan program *sustainability* Perusahaan (ESG); Manage the Company's strategic planning and roadmap, manage the Company's Transformation and business process; manage the Company's strategic programs; and manage the Company's sustainability program (ESG); 3. Pengelolaan KPI Korporat & Direktorat; *monitoring* dan evaluasi kinerja investasi untuk Subholding Gas Group (secara fisik dan keuangan); Penyusunan kebijakan maturitas investasi, serta koordinator investasi & *office* proses persetujuan investasi; Manage Corporate & Directorate KPIs; monitor and evaluate investment performance for Gas Subholding Group (physically and financially); prepare investment maturity policies; investment coordinators, and investment approval process office; 4. Pengelolaan kegiatan portofolio Perusahaan, *strategic partnership*, mengoordinasikan proses kemitraan (termasuk M&A) Subholding Gas, menyusun pengikatan kemitraan untuk bisnis yang diinisiasi oleh Business Development. Manage the Company's portfolio activities, manage strategic partnerships, coordinate partnership processes (including M&A) of Gas Subholding, and draft partnership agreements for businesses initiated by Business Development.
3	Direktur Infrastruktur dan Teknologi Director of Infrastructure and Technology	1. Pengelolaan kebijakan dan pelaksanaan kegiatan Engineering dan Technology, serta standar dan prosedur pelaksanaan proyek infrastruktur; Manage policies and implement activities related to Engineering and Technology, as well as ensure standards and procedures for infrastructure project implementation; 2. Pengelolaan eksekusi pr oyek pengembangan infrastruktur gas bumi (jaringan pipa dan non pipa), melakukan *monitoring progress* fisik atas kegiatan investasi Subholding Gas, serta melakukan *gap analysis* kinerja investasi dan *recovery plan*-nya; Manage the execution of natural gas (pipeline and non-pipeline network) infrastructure development projects, monitor the physical progress of Gas Subholding investment activities, and conduct gap analysis of investment performance and the recovery plan; 3. Pengelolaan percepatan pembangunan infrastruktur jaringan gas rumah tangga (Jargas RT), *dashboarding* konstruksi proyek jargas RT; serta strategi optimasi aset Jargas RT; Manage the acceleration of household gas network infrastructure development, manage the household gas network project construction dashboard, and manage household gas network asset optimization strategies; 4. Pengelolaan sasaran kinerja, standar, kebijakan kegiatan manajemen aset jaringan gas bumi (pipa dan non pipa), dan kegiatan *operation and maintenance* serta integritas infrastruktur gas bumi (pipa dan non pipa) sesuai *process safety and asset integrity management system*. Manage performance targets, standards, and policies related to asset management of natural gas network (pipeline and non-pipeline), manage operation and maintenance activities, and ensure the integrity of natural gas infrastructure (pipeline and non-pipeline) according to the process safety and asset integrity management system.
4	Direktur Komersial Director of Commercial	1. Pengelolaan pasokan gas bumi (pipa dan non pipa), serta kegiatan Trading LNG PGN, termasuk kegiatan transportasi LNG; Manage natural gas supply (pipeline and non-pipeline) as well as PGN's LNG Trading activities, including LNG transportation activities; 2. Penguatan integrasi dalam kegiatan optimasi penyaluran gas ke pelanggan, serta pengelolaan keseimbangan pasok dan permintaan pelanggan; Strengthen integration in gas distribution optimization activities to customers, as well as manage the balance between supply and customer demand; 3. Pengelolaan strategi, kebijakan, dan program kegiatan niaga (*marketing, sales,* dan *customer management*); melakukan *market research* dan *canvasing* di wilayah baru; agregasi pengelolaan bisnis niaga gas bumi di Subholding Gas Group; melakukan penyusunan *roadmap* pengembangan jaringan gas bumi rumah tangga (Jargas) dan mengoordinasikan pengembangan Jargas; mengonsolidasikan realisasi pencapaian (kinerja) niaga gas bumi; serta kegiatan niaga untuk pelanggan korporat; Manage strategies, policies, and programs for trade activities (marketing, sales, and customer management); conduct market research and canvassing in new regions; aggregate natural gas trade business management in Gas Subholding Group; formulate a roadmap for household natural gas network development and coordinate natural gas development; consolidate the realizations of natural gas trade achievements (performance); and manage trade activities for corporate customers;

No.	Direktorat Directorate	Fungsi Functions
		4. Pengelolaan kegiatan niaga di regional; melakukan pengembangan bisnis gas bumi di wilayah eksisting; melakukan pengelolaan anggaran biaya, relasi dengan *stakeholder*, layanan umum, dan berperan sebagai *Point of Contact* di Regional dan Area, serta memberikan *support* dalam kegiatan penanggulangan keadaan darurat. Manage trade activities at the regional level; carry out natural gas business development in existing regions; manage budgets, relations with stakeholders, and general services; act as the Regional and Area Point of Contact at the Regional and Area levels; and provide support for emergency response activities.
5	Direktur Keuangan Director of Finance	1. Pengelolaan kebijakan, strategi, dan standar untuk penyusunan RKAP, pengendalian RKAP serta *management analytics* Subholding Gas Group, Pengelolaan *cost, revenue analytics and reporting, financial modeling* RJPP, kajian dampak keuangan aksi korporasi dan revenue management Subholding Gas Group; Manage policies, strategies, and standards for RKAP formulation, RKAP control, and management analytics of Gas Subholding Group; manage cost, revenue analytics and reporting, RJPP financial modeling, review of financial impact of corporate actions, and revenue management of Gas Subholding Group; 2. Pengelolaan kebijakan, sistem dan prosedur *corporate finance*, pendanaan, *trade finance* serta asuransi aset di Subholding Gas Group, Pengelolaan *cash flow* PGN, serta Pengelolaan kegiatan *revenue assurance* atas kegiatan usaha gas PGN dan pengelolaan piutang usaha PGN; Manage policies, systems, and procedures for corporate finance, funding, trade finance, and asset insurance at Gas Subholding Group; Manage PGN's cash flow; as well as manage revenue assurance activities for PGN's gas business activities and manage PGN's trade receivables; 3. Pengelolaan kebijakan, strategi, perencanaan, pengendalian akuntansi dan kepatuhan perpajakan, perancangan dan *monitoring* implementasi Internal Control over Financial Reporting (ICoFR) di PGN, serta Pengelolaan pelaksanaan dan penyelenggaraan pelaporan keuangan sesuai dengan standar akuntansi yang berlaku di Indonesia; Manage policies, strategies, planning, and control of accounting and tax compliance, plan and monitor the implementation of Internal Control over Financial Reporting (ICoFR) at PGN, and manage the execution of financial reporting in accordance with the accounting standards applicable in Indonesia; 4. Pengelolaan relasi dan komunikasi dengan investor. Manage relations and communications with investors.
6	Direktur SDM dan Penunjang Bisnis Director of Human Resources and Business Support	1. Pengelolaan strategi, kebijakan, dan pelaksanaan bidang Human Capital dalam mengembangkan Sumber Daya Manusia (SDM) sesuai dengan budaya perusahaan melalui pengelolaan yang efektif dan efisien untuk mencapai tujuan organisasi; Manage strategies, policies, and implementation in the Human Capital field to develop Human Resources (HR) according to the corporate culture in an effective and efficient manner to achieve the purposes of the organization; 2. Pengelolaan pengembangan dan implementasi layanan Information and Communication Technology (ICT) Perusahaan terkait dengan teknologi informasi; infrastruktur ICT dan penyelarasan strategi bisnis dalam lingkup ICT dengan Holding Migas; Manage the development and implementation of the Company's Information and Communication Technology services, manage ICT infrastructure, and align business strategies within the scope of ICT with the Oil and Gas Holding; 3. Pengelolaan kebijakan dan strategi pengadaan barang/jasa Perusahaan proyek infrastruktur gas bumi dan non keproyekan, serta pengelolaan penggunaan komponen dalam negeri; Manage policies and strategies of the Company's goods/services procurement for natural gas infrastructure project and non-project, and manage the use of local components; 4. Pengelolaan aset non jaringan, pengelolaan penggunaan lahan, pengelolaan fasilitas penunjang kegiatan operasional, dan layanan umum Subholding Gas. Manage non-network assets, land use, supporting facilities for operational activities, and general services of Gas Subholding;
7	Direktur Manajemen Risiko Director Risk Management	1. Pengelolaan strategi manajemen risiko dan melaksanakan penerapan tata kelola manajemen risiko secara terintegrasi; Manage risk management strategies and implement integrated risk management governance; 2. Pengelolaan risiko terhadap kegiatan operasional Perusahaan, pengelolaan pengendalian internal dalam mendukung manajemen risiko, dan sistem manajemen keberlangsungan bisnis (Business Continuity Management System/BCMS); Manage risks of the Company's operational activities, internal control to support risk management, and Business Continuity Management System (BCMS); 3. Pengelolaan risiko terhadap kegiatan investasi Perusahaan serta pengelolaan risiko atas pengembangan bisnis dan kerja sama dengan pihak lain. Manage risks of the Company's investment activities as well as risks of business development and cooperation with other parties.

Tanggung Jawab atas Pengelolaan Risiko ESG

Direksi juga memiliki tanggung jawab untuk melakukan pengawasan atas risiko-risiko terkait dengan risiko lingkungan, sosial, dan tata kelola (ESG), yang dapat berdampak pada risiko bisnis korporasi yang juga menjadi bagian dari KPI Direksi.

Dalam melakukan pengawasan atas risiko-risiko ESG tersebut, Direksi membentuk Komite Keberlanjutan yang diketuai oleh Direktur Utama dan beranggotakan Direksi lainnya.

BOARD MANUAL DIREKSI

Pedoman Kerja Dewan Komisaris dan Direksi (*Board Manual*) merupakan seperangkat petunjuk tata laksana hubungan Dewan Komisaris dan Direksi. Pertama kali disusun pada tahun 2006, *Board Manual* PGN terus diperbarui mengikuti perkembangan Perusahaan dengan perubahan terakhir pada 2025.

Pedoman dan Tata Tertib Kerja Direksi dalam *Board Manual* PGN diatur secara khusus dalam Bab II yang mencakup:

1. Tugas Pokok Direksi;
2. Batasan Tanggung Jawab Direksi;
3. Tugas-tugas Direksi;
4. Hak dan Wewenang Direksi;
5. Pendelegasian Wewenang;
6. Independensi dan Etika Jabatan Direksi;
7. Penetapan Kebijakan Pengurusan Perseroan;
8. Pembagian Tugas dan Wewenang Anggota Direksi;
9. Lowong Jabatan Direksi;
10. Rangkap Jabatan;
11. Rapat Direksi;
12. Corporate Secretary;
13. Internal Audit;
14. Manajemen Risiko;
15. Whistleblowing System dan Gratifikasi;
16. Evaluasi Kinerja Direksi
17. Kinerja Perseroan; dan
18. Waktu Kerja Direksi

Board manual Direksi secara lengkap dapat dilihat dalam situs web PGN https://pgn.co.id/tata-kelola.

Responsibility for ESG Risk Management

The Board of Directors is also responsible for overseeing risks related to Environment, Social, Governance (ESG) aspects that may affect the corporate business risks and are also incorporated into the Board of Director's KPI.

In carrying out oversight of the ESG risks, the Board of Directors established a Committee of Sustainability, chaired by the President Director and compromising other members of the Board of Directors.

BOARD MANUAL OF THE BOARD OF DIRECTORS

Work Guidelines for the Board of Commissioners and the Board of Directors (Board Manual) constitute a set of procedures on relations between the Board of Commissioners and the Board of Directors. Initially prepared in 2006, PGN's Board Manual has been regularly updated aligned with the Company's development, with the most recent update made in 2025.

The Board of Directors Work Guidelines and Code of Conduct in PGN' Board Manual are specifically regulated in Chapter II, which include:

1. Main Duties of the Board of Directors;
2. Limitations of Responsibilities of the Board of Directors;
3. Duties of the Board of Directors;
4. Rights and Authority of the Board of Directors;
5. Delegation of Authority;
6. Independence and Ethics of the Board of Directors;
7. Determination of Policies on Company Management;
8. Division of Duties and Authority of Members of the Board of Directors;
9. Vacant Position of the Board of Directors;
10. Concurrent Position;
11. Meeting of the Board of Directors;
12. Corporate Secretary;
13. Internal Audit;
14. Risk Management;
15. Whistleblowing System and Gratification;
16. Performance Evaluation of the Board of Directors;
17. Corporate Performance;
18. Work Hour of the Board of Directors

The complete Board Manual of the Board of Directors can be accessed on PGN's website at https://pgn.co.id/tata-kelola.

RANGKAP JABATAN DAN BENTURAN KEPENTINGAN DIREKSI

Sesuai dengan Pasal 11 ayat (28) Anggaran Dasar PGN yang dimuat dalam Akta Nomor 28 tanggal 11 Mei 2021, seluruh anggota Direksi dilarang memangku jabatan rangkap sebagaimana tersebut di bawah ini, yaitu:

1. Anggota Direksi pada BUMN, BUMD, badan usaha milik swasta;
2. Anggota Dewan Komisaris dan/atau Dewan Pengawas pada BUMN;
3. Jabatan struktural dan fungsional lainnya pada instansi/lembaga pemerintah pusat dan/atau daerah;
4. Pengurus partai politik, anggota DPR, DPD, DPRD Tingkat I, dan DPRD Tingkat II dan/atau kepala daerah/wakil kepala daerah;
5. Menjadi calon/anggota DPR, DPD, DPRD Tingkat I, dan DPRD Tingkat II atau calon kepala daerah/wakil kepala daerah;
6. Jabatan lain yang dapat menimbulkan benturan kepentingan; dan/atau
7. Jabatan lainnya sesuai dengan ketentuan peraturan perundang-undangan yang berlaku.

Sepanjang tahun 2025, tidak terdapat anggota Direksi yang memangku jabatan rangkap sebagaimana disebutkan dalam Anggaran Dasar PGN.

KEBIJAKAN DILARANG MENDAPATKAN PINJAMAN DARI PERSEROAN KEPADA DIREKSI DAN DEWAN KOMISARIS

Mengacu pada *Board Manual*, Perseroan menetapkan kebijakan yang melarang anggota Direksi dan Dewan Komisaris untuk menerima pinjaman dari Perseroan.

CONCURRENT POSITIONS AND CONFLICTS OF INTEREST OF THE BOARD OF DIRECTORS

Pursuant to Article 11 paragraph (28) of the Article of Association of PGN stipulated in Deed Number 28 dated May 11, 2021, all members of the Board of Directors are prohibited from holding the following concurrent positions:

1. member of the Board of Directors at SOEs, Regional-Owned Enterprises (ROEs), Private-Owned Enterprises;
2. member of the Board of Commissioners and/or the Supervisory Board at SOEs;
3. other structural and functional positions at central and/or regional government institution/agency;
4. Management of political party, member of the House of Representatives (DPR), the Regional Representatives Council (DPD), the Regional People's Representatives Council (DPRD) Level I and II and/or regional head/deputy regional head;
5. candidate/member of the House of Representatives (DPR), the Regional Representatives Council (DPD), the Regional People's Representatives Council (DPRD) Level I and II or candidate regional head/deputy regional head;
6. fother positions that may cause a conflict of interest; and/or
7. other positions according to the provisions of the applicable laws and regulations.

Throughout 2025, no members of the Board of Directors held concurrent positions, as stated in PGN's Articles of Association.

PROHIBITION POLICY OF GRANTING LOANS TO THE BOARD OF DIRECTORS AND THE BOARD OF COMMISSIONERS

Adhering to the Board Manual, the Company enforces a policy that prohibits members of the Board of Directors and the Board of Commissioners from obtaining any form of loan from the Company.

RAPAT DAN KEPUTUSAN DIREKSI

MEETINGS AND DECISIONS OF THE BOARD OF DIRECTORS

73 Kali | Times

Rapat Direksi di Tahun 2025
The Board of Directors' Meetings in 2025

Berdasarkan POJK Nomor 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik serta Anggaran Dasar Perseroan, rapat Direksi wajib dilaksanakan secara berkala paling kurang satu kali setiap bulan, dan rapat Direksi bersama Dewan Komisaris (rapat gabungan) secara berkala paling kurang satu kali dalam empat bulan. Sepanjang tahun 2025, Direksi telah menyelenggarakan Rapat sebanyak 73 kali, dengan rincian sebagai berikut:

Based on FSA Regulation Number 33/POJK.04/2014 on the Board of Directors and the Board of Commissioners of Issuers or Public Companies and the Company's Articles of Association, it is required to hold regular Board of Directors meetings at least one time every month and regular joint meetings of the Board of Directors and the Board of Commissioners at least one time every four months. Throughout 2025, the Board of Directors convened 73 meetings, with the following details:

Rapat Internal Direksi
Board of Directors Internal Meeting

Periode 1 Januari - 27 Agustus 2025 | Period January 1 - August 27, 2025

Tanggal Date	Agenda Agenda	Arief Setiawan Handoko	Harry Budi Sidharta	Rachmat Hutama	Fadjar Harianto Widodo	Rosa Permata Sari	Ratih E. Prihatini	Arief K. Risdianto
6 Januari 2025 January 6, 2025	1. Permohonan Persetujuan Penawaran Harga Gas untuk Proses Pemilihan Langsung Gas Akasia Bagus Zona 7 PT Pertamina EP Request for Approval of Gas Price Offer for the Direct Selection Process of Akasia Bagus Gas Zone 7 PT Pertamina EP 2. Pembahasan Hasil Konsultansi Penyusunan *Roadmap and Business Plan for Ammonia and CO_2 Business* Discussion on the Results of Consultancy for the Preparation of the Roadmap and Business Plan for Ammonia and CO_2 Business in PT Perusahaan Gas Negara Tbk.	✓	✓	✓	✓	✓	✓	✓
13 Januari 2025 January 13, 2025	1. *Update Issue* (Kinerja HSSE Tahun 2024, Rencana Kegiatan Bulan K3 SH Gas Tahun 2025) Update on Issues (HSSE Performance in 2024, Activity Plan for SH Gas K3 Month in 2025) 2. Permohonan Izin Prinsip atas Keberminatan SHG dalam Pengambilalihan Saham VICO pada PT Badak NGL ("Badak") Request for Principal Approval of SHG's Interest in Acquiring VICO Shares in PT Badak NGL ("Badak")	✓	✓	✓	✓	✓	✓	✓

Tanggal Date	Agenda Agenda	Arief Setiawan Handoko	Harry Budi Sidharta	Rachmat Hutama	Fadjar Harianto Widodo	Rosa Permata Sari	Ratih E. Prihatini	Arief K. Risdianto
	3. Penandatanganan Perjanjian Regasifikasi LNG antara PGN-PAG Signing of LNG Regasification Agreement between PGN and PAG 4. Rencana Penandatanganan Perjanjian Induk Pengangkutan LNG antara PGN dengan PT PIS Planned Signing of Master Agreement for LNG Transportation between PGN and PT PIS 5. Permohonan Persetujuan Direksi atas rencana menyampaikan *Corporate Guidance* dan pelaksanaan *Analyst Briefing* 2025 Request for Board of Directors' Approval on the Plan to Deliver Corporate Guidance and Conduct the 2025 Analyst Briefing.							
20 Januari 2025 January 20, 2025	1. Laporan Kinerja Desember 2024 Performance Report for December 2024 Permohonan Persetujuan Revisi SK *Hurdle* Rate SHG Request for Approval of the Revision to SHG Hurdle Rate Decree 2. Penandatanganan Perjanjian Master FOB LNG Sale and Purchase Agreement antara Tangguh PSC dan PGN *Contractor Parties* dan PGN Signing of the Master FOB LNG Sale and Purchase Agreement between Tangguh PSC Contractor Parties and PGN *3. Update* Keikutsertaan PGN dalam Lelang Wilayah Jaringan Distribusi Kota Batam Update on PGN's Participation in the Tender for Batam City Distribution Network Area	✓	✓	✓	✓	✓	✓	✓
22 Januari 2025 January 22, 2025	1. Finalisasi dan Penandatanganan Notulen *Steering Committee Meeting* – Skema Sewa Jargas periode 2021-2024 dan Pengalihan Jargas Pertamina Ex-APBN ke PGN Tahun 2025 Finalization and Signing of the Minutes of the Steering Committee Meeting – Jargas Lease Scheme for the 2021–2024 Period and Transfer of Pertamina Ex-APBN Jargas to PGN in 2025	✓	✓	✓	✓	✓	✓	✓
3 Februari 2025 February 3, 2025	1. Permohonan Persetujuan Pembelian Pasokan Gas EMP Bentu Request for Approval of Gas Supply Purchase from EMP Bentu. 2. *Lesson Learned* 2024 – *Dry Run Retreat* Lesson Learned 2024 – Dry Run Retreat. 3. Tindaklanjut *Letter of Intent* atas WK Muriah Follow-up on the Letter of Intent regarding the Muriah Working Area	✓	✓	✓	✓	✓	✓	✓

Tanggal Date	Agenda Agenda	Arief Setiawan Handoko	Harry Budi Sidharta	Rachmat Hutama	Fadjar Harianto Widodo	Rosa Permata Sari	Ratih E. Prihatini	Arief K. Risdianto
10 Februari 2025 February 10, 2025	1. Pembahasan Aspek HCM Discussion on Human Capital Management (HCM) Aspects. 2. Persetujuan Dokumen Penawaran PGN dalam Lelang WJD Kota Batam Approval of PGN's Bid Documents for the Tender of Batam City Distribution Network Area 3. Update Tindak Lanjut Pasca Kepmen ESDM terkait Pencabutan Penugasan Pipa WNTS – Pemping kepada PGN Update on Follow-up Actions after the Minister of Energy and Mineral Resources Decree regarding the Revocation of the WNTS–Pemping Pipeline Assignment to PGN. 4. Revisi FID atas Investasi Pengeboran Sumur JNE-07 Sidetrack WK Muara Bakau PT Saka Energi Indonesia. Revision of FID for the Drilling Investment of JNE-07 Sidetrack Well in Muara Bakau Working Area by PT Saka Energi Indonesia. 5. Hasil Pengadaan Jasa Pemeringkat Kredit untuk TKP TB 2024 Results of Credit Rating Service Procurement for TKP TB 2024	✓	✓	✓	✓	✓	✓	✓
17 Februari 2025 February 17, 2025	1. *Update* Aspek HSSE Update on HSSE Aspects 2. *Update* Rencana Pelaksanaan RUPST PGN Tahun Buku 2024 Update on the Implementation Plan for PGN's Annual General Meeting of Shareholders (AGMS) 2024 3. Laporan Pelaksanaan HGBT 2020-2024 dan Rencana Penyaluran HGBT 2025 Report on the Implementation of HGBT 2020–2024 and the Plan for HGBT Distribution in 2025 4. Penandatanganan Kesepakatan Bersama antara PGN dan PLN EPI tentang *Swap* LNG Signing of a Joint Agreement between PGN and PLN EPI on LNG Swap 5. *Impairment* SHL KJG Impairment of SHL KJG 6. Laporan Manajemen Januari 2025 Management Report for January 2025	✓	✓	✓	✓	✓	✓	✓
19 Februari 2025 February 19, 2025	1. *Update* Kasus Gunvor Update Regarding the Gunvor Case	✓	✓	✓	✓	✓	✓	✓
24 Februari 2025 February 24, 2025	1. Penyampaian Laporan Keuangan Konsolidasian 31 Desember 2024 kepada OJK dan BEI Submission of the Consolidated Financial Statements as of December 31, 2024 to the Financial Services Authority (OJK) and the Indonesia Stock Exchange (IDX)	✓	✓	✓	✓	✓	✓	✓

Tanggal Date	Agenda Agenda	Arief Setiawan Handoko	Harry Budi Sidharta	Rachmat Hutama	Fadjar Harianto Widodo	Rosa Permata Sari	Ratih E. Prihatini	Arief K. Risdianto
	2. Permohonan Persetujuan Direksi PGN atas Usulan Revisi RJPP PGN 2025-2029 Suplemen 2034 Request for Approval from PGN's Board of Directors on the Proposed Revision of PGN's Long-Term Corporate Plan (RJPP) 2025–2029 Supplement 2034. 3. Permohonan Persetujuan Direksi PGN atas Usulan Rencana Induk untuk Pengembangan Jargas di Kawasan Permukiman Request for PGN Board of Directors' Approval on the Proposed Masterplan for Jargas Development in Residential Areas 4. Permohonan Izin Prinsip Pelaksanaan Negosiasi dan Penandatanganan HoA Jual Beli LNG PGN-NES Request for Principal Approval for the Implementation of Negotiation and Signing of LNG Sale and Purchase Heads of Agreement (HoA) between PGN and NES 5. Permohonan Persetujuan Direksi PGN atas Perpanjangan Alokasi Pasokan PGE WK B dan Rencana Pasokan EMP Gebang Request for PGN Board of Directors' Approval for the Extension of PGE WK B Supply Allocation and EMP Gebang Supply Plan							
3 Maret 2025 March 3, 2025	1. Pengelolaan Jaminan Pembayaran Pelanggan Tahun 2025 Management of Customer Payment Guarantees for 2025 2. Usulan Implementasi HGBT sesuai Keputusan Menteri ESDM Nomor 76.K/MG.01/MEM.M/2025 tanggal 26 Februari 2025 kepada Penerima di 7 Sektor Industri Proposal for the Implementation of HGBT in accordance with Minister of Energy and Mineral Resources Decree Number 76.K/MG.01/MEM.M/2025 dated February 26, 2025 for Recipients in 7 Industrial Sectors	✓	✓	✓	✓	✓	✓	✓
6 Maret 2025 March 6, 2025	1. Ketentuan Penyediaan Jaminan Pembayaran Pelanggan Tahun 2025 Provisions for Customer Payment Guarantee in 2025	✓	✓	✓	✓	✓	✓	✓
10 Maret 2025 March 10, 2025	1. *Update Issue* (Kinerja HSSE YTD Februari 2025, Penyampaian Target dan Komitmen HSSE Tahun 2025) Update on Key Issue (HSSE Performance YTD February 2025, Submission of the 2025 HSSE Targets and Commitments) 2. Rencana Pembelian Kargo LNG April 2025 dari Bontang Plan for LNG Cargo Purchase in April 2025 from Bontang.	✓	✓	✓	✓	✓	✓	✓

Tanggal Date	Agenda Agenda	Arief Setiawan Handoko	Harry Budi Sidharta	Rachmat Hutama	Fadjar Harianto Widodo	Rosa Permata Sari	Ratih E. Prihatini	Arief K. Risdianto
	3. Usulan Amandemen PJB LNG Kayan untuk Penambahan Harga Premium pada periode 2025 Proposal for Amendment of LNG Kayan Sales and Purchase Agreement (SPA) to Include Premium Price during the 2025 Period 4. Pemaparan Kajian Restrukturisasi PT Nusantara Regas Presentation on the Restructuring Study of PT Nusantara Regas							
11 Maret 2025 March 11, 2025	1. Usulan RKAP 2025 PGN Proposal for the 2025 Work Plan and Budget (RKAP) of PGN 2. Permohonan Persetujuan Direksi PGN atas Usulan Revisi RJPP PGN 2025-2029 Suplemen 2034 Request for PGN Board of Directors' Approval on the Proposed Revision of PGN's Long-Term Corporate Plan (RJPP) 2025–2029 Supplement 2034 3. *Dry Run* Undangan RDP Komisi VI DPR RI 12 Maret 2025 Dry Run for the Invitation to the Working Meeting (RDP) with Commission VI of the House of Representatives (DPR RI) on March 12, 2025	✓	✓	✓	✓	✓	✓	✓
17 Maret 2025 March 17, 2025	1. Persetujuan Penanganan Klaim Ganti Rugi PT HLI *Green Power* Approval for Handling Compensation Claim of PT HLI Green Power 2. Permohonan Persetujuan Penandatanganan Amandemen IV PJBG PHE WMO Request for Approval to Sign Amendment IV of the Gas Sales and Purchase Agreement (PJBG) with PHE WMO 3. Pemaparan Hasil Kajian Konsultan Pendampingan Pengalihan Bisnis Gas dan Permohonan Persetujuan Direksi PGN atas *Action Plan* Implementasi Pengalihan Bisnis Niaga Gas Pipa dan CNG/LNG Retail Presentation of the Consultant's Study on Advisory for Gas Business Transfer and Request for PGN Board of Directors' Approval of the Action Plan for Implementing the Transfer of Pipeline Gas Trading and CNG/LNG Retail Business 4. Laporan Manajemen Februari 2025 February 2025 Management Report	✓	✓	✓	✓	✓	✓	✓
20 Maret 2025 March 20, 2025	1. Penilaian Kinerja BOD-1 dan Direktur AP SH Gas Grup Performance Assessment of BOD-1 and Director of AP SH Gas Group	✓	✓	✓	✓	✓	✓	✓
24 Maret 2025 March 24, 2025	1. Persetujuan *Baseline* Alokasi Gas Pipa (TW II-V 2025) dan Harga Jual Gas Regasifikasi (TW II 2025) Approval of Baseline Pipeline Gas Allocation (TW II-V 2025) and Regasified Gas Selling Price (TW II 2025)	✓	✓	✓	✓	✓	✓	✓

Tanggal Date	Agenda Agenda	Arief Setiawan Handoko	Harry Budi Sidharta	Rachmat Hutama	Fadjar Harianto Widodo	Rosa Permata Sari	Ratih E. Prihatini	Arief K. Risdianto
	2. Penyampaian *Update* Usulan Investasi Pembangunan Pipa Transmisi Gas Tegal-Cilacap PT Pertamina Gas Presentation of the Updated Investment Proposal for the Construction of the Tegal–Cilacap Gas Transmission Pipeline by PT Pertamina Gas							
14 April 2025 April 14, 2025	1. Rencana Pembelian Kargo LNG April 2025 dari Tangguh Plan for Purchasing LNG Cargo from Tangguh in April 2025	✓	✓	✓	✓	✓	✓	✓
16 April 2025 April 16, 2025	1. Hasil Valuasi Transaksi Sewa Menyewa Aset Jargas Periode 2021-2024 dari Pertamina ke PGN Valuation Reports on the 2021-2024 Jargas Asset Lease Transaction from Pertamina to PGN	✓	✓	✓	✓	✓	✓	✓
17 April 2025 April 17, 2025	1. Usulan Penggunaan Laba (Dividen) PGN Tahun Buku 2024 Proposal on the Use of PGN's Net Profits (Dividends) for the Financial Year 2024 2. Laporan Kinerja & *Update* Prognosa Basis *Real* Maret 2025 Performance Report and Real-Basis Forecast Update for March 2025 3. Penyampaian Laporan Keuangan Konsolidasian Tanggal 31 Maret 2025 ke OJK dan Bursa Efek Indonesia Submission of the Consolidated Financial Statements as of March 31, 2025 to OJK IDX	✓	✓	✓	✓	✓	✓	✓
21 April 2025 April 21, 2025	1. Kinerja HSSE YTD Maret 2025 dan Laporan *Learn* Insiden Petronas HSSE Performance YTD March 2025 and Petronas Incident Learning Report 2. Paparan Hasil Pemeringkat Fitch untuk Tingkat Kesehatan PGN 2024 Presentation of the Fitch Rating Report for PGN's 2024 Financial Health	✓	✓	✓	✓	✓	✓	✓
24 April 2025 April 24, 2025	1. Permohonan Persetujuan *Initial Decision* Investasi Ekstraksi LPG LP AGRU JOB Pertamina – Medco E&P Tomori Sulawesi ("Investasi Ekstraksi LPG Tomori) Request for Approval of the Initial Investment Decision for the LPG Extraction at LP AGRU JOB Pertamina-Medco E&P Tomori Sulawesi ("LPG Extraction Investment at Tomori) 2. Lain-lain Other Agendas	✓	✓	✓	✓	✓	✓	✓

Tanggal Date	Agenda Agenda	Arief Setiawan Handoko	Harry Budi Sidharta	Rachmat Hutama	Fadjar Harianto Widodo	Rosa Permata Sari	Ratih E. Prihatini	Arief K. Risdianto
28 April 2025 April 28, 2025	1. *Dry Run* Rapat Dengar Pendapat Komisi XII DPR RI Dry Run for the Hearing Session with the Commission XII of the Indonesian House of Representatives 2. Rencana Hilirisasi Gas Bumi melalui Akuisisi PT Petro Oxo Nusantara (PON) Plan for Natural Gas Downstreaming through the Acquisition or PT Petro Oxo Nusantara (PON) 3. *Update Project* Valentine (Progres Divestasi WK Muriah PT Saka Energi Indonesia) Update on Valentine Project (Progress of the Muriah WK Divestment by PT Saka Energi Indonesia) 4. Persetujuan Agenda RUPST Tahun Buku 2024 AP dan Afiliasi Approval of the AGMS Agenda for the Financial Year 2024 for Subsidiaries and Affiliates	✓	✓	✓	✓	✓	✓	✓
5 Mei 2025 May 5, 2025	1. *Dry Run SteerCo*: Penugasan Khusus dalam RUPST : Jargas Non-APBN, HGBT, Pipa Galacap Dry Run of the Steering Committee Meeting: Special AGMS Assignments on Non-APBN Jargas, HGBT, and the Galacap Pipeline 2. Potensi dan Pengembangan Bisnis *Biomethane* termasuk Progres Kerjasama dengan Konsorsium Jepang Biomethane Business Potential and Development, including Progress of Collaboration with the Japanese Consortium 3. *Update Progress* Inisiatif Gasifikasi Batubara menjadi *Synthetic Natural Gas* Progress Update on the Coal Gasification Initiative into Synthetic Natural Gas 4. Dampak Pengalihan Alokasi Gas Bumi (JTB ke Butonas) Impacts of the Reallocation of Natural Gas (JTB to Butonas)	✓	✓	✓	✓	✓	✓	✓
19 Mei 2025 May 19, 2025	1. Laporan Manajemen Bulan April 2025 Management Report for April 2025 2. *Update* Tindak Lanjut Pengadaan KAP Update on Follow-Up Actions for the KAP Procurement 3. Persetujuan Nilai Pasar Wajar Saham Subholding Gas (PGN beserta Anak Perusahaan/Afiliasi nya) per 31 Desember 2024 Approval of the Fair Market Value of Gas Subholding Shares (PGN and its Subsidiaries/Affiliates) as of December 31, 2024 4. Usulan Amandemen SHL PT Saka Energi Indonesia Proposal for Amendment to the SHL Agreement of PT Saka Energi Indonesia	✓	✓	✓	✓	✓	✓	✓

Tanggal Date	Agenda Agenda	Arief Setiawan Handoko	Harry Budi Sidharta	Rachmat Hutama	Fadjar Harianto Widodo	Rosa Permata Sari	Ratih E. Prihatini	Arief K. Risdianto
	5. Implementasi LCT di PGN Group Implementation of LCT in the PGN Group 6. Laporan Hasil Reviu BPKP atas Aspek Keuangan Pelaksanaan Penyaluran Gas Bumi Tertentu periode April 2020 sampai dengan Desember 2022 BPKP Review Report on the Financial Aspects of the Implementation of Targeted Natural Gas Distribution for April 2020– December 2022 7. Permohonan Persetujuan Pemanfaatan Gas dari *West* Natuna melalui *Domestic Swap Gas Agreement* Request for Approval of the Utilization of Gas from West Natuna through a Domestic Swap Gas Agreement 8. *Update* Rencana Seremoni Penandatanganan Kontrak Pasokan Gas PGN pada Acara IPA Convex 2025 Update on the Ceremony Plan for Signing PGN's Gas Supply Contract at the 2025 IPA Convex	✓	✓	✓	✓	✓	✓	✓
26 Mei 2025 May 26, 2025	1. Pembahasan Agenda HCM (Terbatas) Discussion on HCM Agenda (Limited Session) 2. Rencana Pembelian Kargo LNG Juni 2025 dari Tangguh dan Oktober 2025 dari Donggi Senoro Plan for Purchasing LNG Cargo from Tangguh for June 2025 and from Donggi Senoro for October 2025 3. Pemaparan Kerjasama BOT Gembong Surabaya dan BOT Ketapang dan Penyediaan Gedung Kantor PGN Area Lampung Presentation on BOT Cooperation for Gembong Surabaya and Ketapang, and Provision of the Office Building of PGN Lampung Area 4. Penyampaian Skenario dan Materi RUPST PGN Submission of Scenarios and Materials for PGN's AGMS	✓	✓	✓	✓	✓	✓	✓
10 Juni 2025 June 10, 2025	*1. Update Progress* Program *Charter Prepaid Smart* Meter NB to IoT Progress Update on the Charter Program for Prepaid Smart Meter to IoT	✓	✓	✓	✓	✓	✓	✓
16 Juni 2025 June 16, 2025	1. Laporan Manajemen Mei 2025 dan Prognosa Basis *Real* Mei 2025 Management Report for May 2025 and Real-Basis Forecast for May 2025 2. Formula Harga Gas untuk Wilayah Jawa Barat, Lampung, Batam, Pekanbaru, dan Dumai untuk periode Juli, Agustus, dan September 2025 Gas Price Formula for West Java, Lampung, Batam, Pekanbaru, and Dumai for July, August, and September 2025	✓	✓	✓	✓	✓	✓	✓

Tanggal Date	Agenda Agenda	Arief Setiawan Handoko	Harry Budi Sidharta	Rachmat Hutama	Fadjar Harianto Widodo	Rosa Permata Sari	Ratih E. Prihatini	Arief K. Risdianto
16 Juni 2025 June 16, 2025	3. *Resettlement* Biaya Alokasi Pasokan SPBG Gagas 2020-2023 Cost Resettlement of SPBG Gagas Supply Allocation (2020–2023) 4. *Update Progress* Divestasi Wilayah Kerja Muriah (Project Valentine) SAKA Progress Update on Muriah Working Area Divestment (Project Valentine) – SAKA 5. *Update*/Pembaruan Proses Arbitrase Gunvor di LCIA Update on the Gunvor Arbitration Proceedings at the LCIA							
17 Juni 2025 June 17, 2025	1. Permohonan Persetujuan Perpanjangan Pasokan WK Brantas kepada PGN dan/atau Afiliasi Request for Approval of the Extension of Gas Supply from Brantas Working Area to PGN and/or Its Affiliates 2. Rencana Pembelian Kargo LNG Juli dari Bontang dan Oktober dari Donggi Senoro serta Rencana Optimasi Volume LNG SPA IDD Rapak Plan for Purchasing LNG Cargo from Bontang in July and from Donggi Senoro in October, as well as Plan for Volume Optimization under LNG SPA IDD Rapak	✓	✓	✓	✓	✓	✓	✓
25 Juni 2025 June 25, 2025	1. Kajian Dampak Perang Israel vs Iran terhadap Bisnis SH Gas Assessment of the Impact of the Israel–Iran Conflict on SH Gas Business 2. *Update* Rencana Kegiatan Tim Konsolidasi PGN Grup Update on the Activity Plan of the PGN Group Consolidation Team 3. Persetujuan *Guideline* RKAP Tahun 2026 Approval of the Guidelines for the 2026 RKAP	✓	✓	✓	✓	✓	✓	✓
30 Juni 2025 June 30, 2025	1. Permohonan Persetujuan FID Usulan Investasi PERC Loading Arm Dermaga-3 Perta Arun Gas Request for Approval of the Final Investment Decision (FID) for the PERC Loading Arm Investment at Jetty 3 – Perta Arun Gas	✓	✓	✓	✓	✓	✓	✓
7 Juli 2025 July 7, 2025	1. Usulan Tindak Lanjut Tanggapan atas Penyampaian Hasil Penilaian dan *Fairness Opinion* KJPP atas Rencana Transaksi Sewa Aset Jargas 2021 – 2024 Proposal for the Follow-Up Actions in Response to the Valuation Results and Fairness Opinion Issued by the Public Appraisal Service Firm (KJPP) on the 2021–2024 Jargas Asset Lease Transaction Plan 2. Tindak Lanjut *Facility Agreement* SHL PT Kalimantan Jawa Gas Follow-Up on the SHL Facility Agreement with PT Kalimantan Jawa Gas 3. Agenda Terbatas HCM Limited Session: Human Capital Management (HCM) Agenda	✓	✓	✓	✓	✓	✓	✓

Tanggal Date	Agenda Agenda	Arief Setiawan Handoko	Harry Budi Sidharta	Rachmat Hutama	Fadjar Harianto Widodo	Rosa Permata Sari	Ratih E. Prihatini	Arief K. Risdianto
8 Juli 2025 July 8, 2025	1. Persiapan Pelaksanaan RUPS LB PGN Preparation for the Implementation of PGN's EGMS	✓	✓	✓	✓	✓	✓	✓
14 Juli 2025 July 14, 2025	1. Permohonan Persetujuan FID Usulan Investasi PERC *Loading Arm* Dermaga-3 Perta Arun Gas ("Investasi PERC *Loading Arm* PAG") Request for Approval of the Final Investment Decision (FID) for the PERC Loading Arm Investment Proposal at Jetty 3 – Perta Arun Gas 2. Pembahasan Pengesahan Pedoman Pelaksanaan Kewajiban Transaksi Afiliasi, Transaksi Benturan Kepentingan, dan Transaksi Discussion on the Ratification of Implementation Guidelines for Affiliated Transactions, Conflict-of-Interest Transactions, and Related Transactions 3. Agenda Terbatas HCM Limited Session: Human Capital Management (HCM) Agenda	✓	✓	✓	✓	✓	✓	✓
17 Juli 2025 July 17, 2025	1. Laporan Manajemen Juni 2025 & Prognosa Basis *Real* Juni 2025 dan Laporan Realisasi RKAP TW II 2025 Management Report and Real-Basis Forecast for June 2025, including the RKAP Realization Report for Q2 2025 2. Materi *Performance Review* Pertamina Pertamina Performance Review Materials 3. Usulan Penetapan *Contingency* Plan PGN Proposal for the Establishment of PGN's Contingency Plan	✓	✓	✓	✓	✓	✓	✓
21 Juli 2025 July 21, 2025	1. Permohonan Persetujuan Penawaran Harga Gas dalam Proses Pemilihan Langsung Gas PEP Lapangan Sengeti Request for Approval of the Gas Price Offer in the Direct Selection Process for PEP Sengeti Field Gas 2. Permohonan Persetujuan Perpanjangan Alokasi Pasokan Gas HCML Lapangan 2M Request for Approval of the Extension of Gas Supply Allocation from the 2M Field operated by HCML *3. Update* Usulan Revisi RKAP 2025 dan Usulan RKAP 2026 PGN Update on the Proposed Revision of the 2025 RKAP and the Proposed 2026 RKAP of PGN 4. Hasil *Stress Test* RKAP 2025 PGN Results of the 2025 RKAP Stress Test for PGN	✓	✓	✓	✓	✓	✓	✓

Tanggal Date	Agenda Agenda	Arief Setiawan Handoko	Harry Budi Sidharta	Rachmat Hutama	Fadjar Harianto Widodo	Rosa Permata Sari	Ratih E. Prihatini	Arief K. Risdianto
28 Juli 2025 July 28, 2025	1. Usulan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2026 PGN Proposal for PGN's 2026 Company's Work Plan and Budget (RKAP) 2. Permohonan Persetujuan Perpanjangan Alokasi Pasokan Gas HCML Lapangan 2M (MDA-MBH) periode 1 Januari 2026 – 19 Oktober 2032 Request for Approval of the Extension of Gas Supply Allocation from the 2M Field operated by HCML (MDA–MBH) for the Period 1 January 2026–19 October 2032 3. Rencana Penyaluran Gas Terproses Sumber Pasok Petronas Bukit Panjang untuk Kilang LPG Gresik Plan for the Distribution of Processed Gas from the Petronas Bukit Panjang Supply Source to the Gresik LPG Refinery 4. Permohonan Persetujuan Perpanjangan Pasokan Pertamina EP SSWJ Request for Approval of the Extension of Gas Supply from Pertamina EP SSWJ	✓	✓	✓	✓	✓	✓	✓
4 Agustus 2025 August 4, 2025	1. *Update* Usulan Revisi RJPP 2025-2029 Update on the Proposed Revision of the 2025–2029 RJPP	✓	✓	✓	✓	✓	✓	✓
7 Agustus 2025 August 7, 2025	1. *Update* Status dan Rencana Tindak Lanjut Penanganan Proses Arbitrase PGN – Gunvor di LCIA Update on the Status and Follow-Up Plan for the PGN–Gunvor Arbitration Proceedings at the LCIA 2. *Update Progress* Temuan Audit Progress Update on Audit Findings	✓	✓	✓	✓	✓	✓	✓
11 Agustus 2025 August 11, 2025	1. *Update Issue* HSSE (*Update* Kinerja HSSE YTD Juli, Proper 2025, MCU 2025) Update on Key HSSE Issues: YTD July Performance, PROPER 2025, and MCU 2025 2. Tindak Lanjut *Asset Integrity & Safety Stand-Down* Pertamina Group Follow-Up Actions on Pertamina Group Asset Integrity & Safety Stand-Down 3. Tanggapan Atas *Expression of Interest Posco International Corporation* Terhadap Aset PT Saka Energi Indonesia Management Response to Posco International Corporation's Expression of Interest regarding PT Saka Energi Indonesia Assets 4. Permohonan Persetujuan Penetapan Pedoman Kerjasama Pengembangan Bisnis PGN Request for Approval of the Establishment of PGN Business Development Cooperation Guidelines	✓	✓	✓	✓	✓	✓	✓

Tanggal Date	Agenda Agenda	Arief Setiawan Handoko	Harry Budi Sidharta	Rachmat Hutama	Fadjar Harianto Widodo	Rosa Permata Sari	Ratih E. Prihatini	Arief K. Risdianto
13 Agustus 2025 August 13, 2025	1. Agenda Terbatas HCM Limited Session: Human Capital Management (HCM) Agenda	✓	✓	✓	✓	✓	✓	✓
15 Agustus 2025 August 15, 2025	1. Update Isu Pasokan Gas Update on Gas Supply Issues	✓	✓	✓	✓	✓	✓	✓
19 Agustus 2025 August 19, 2025	1. Laporan Kinerja Juli dan Prognosa Basis *Real* Juli 2025 Performance Report and Real-Basis Forecast Update for July 2025	✓	✓	✓	✓	✓	✓	✓
	2. Rencana Pembelian Kargo LNG 2026-2027 LNG Cargo Purchase Plan for 2026–2027	✓	✓	✓	✓	✓	✓	✓
20 Agustus 2025 August 20, 2025	1. Persetujuan Skema Kerjasama Sewa Lahan Teluk Lamong Dengan Pelindo dan *Update* CAPEX Inisiatif Proyek Pembangunan Fasilitas Penyimpanan LNG Untuk Terminal LNG Jawa Timur (*Flat Bottom*) Approval of the Teluk Lamong Land Lease Cooperation Scheme with Pelindo and CAPEX Update on the LNG Storage Facility Construction Project Initiative for the East Java LNG Terminal (Flat Bottom)	✓	✓	✓	✓	✓	✓	✓
26 Agustus 2025 August 26, 2025	1. Penjelasan Kronologis dan *Update* Inisiatif Proyek Pembangunan Fasilitas Penyimpanan LNG Untuk Terminal LNG Jawa Timur (*Flat Bottom*) Chronological Explanation and Update on the LNG Storage Facility Construction Project Initiative for the East Java LNG Terminal (Flat Bottom) 2. Pemaparan Temuan Hasil Audit Presentation of Audit Findings 3. Permohonan Persetujuan Penawaran Harga Gas dalam Proses Pemilihan Langsung Gas PEPC Lapangan Gas NKT Request for Approval of the Gas Price Offer in the Direct Selection Process for PEPC NKT Gas Field	✓	✓	✓	✓	✓	✓	✓

Periode 27 Agustus - 31 Desember 2025 | Periode August 27 – December 31, 2025

Tanggal Date	Agenda Agenda	Arief Kurnia Risdianto	Hery Murahmanta	Rachmat Hutama	Catur Dermawan	Mirza Mahendra	Aldiansyah Idham	Eri Surya Kelana
1 September 2025 September 1, 2025	1. Permohonan Persetujuan Perpanjangan Alokasi dan Harga Gas Bongas hingga 31 Desember 2029 Request for Approval of the Extension of Bongas Gas Allocation and Pricing until 31 December 2029	✓	✓	✓	✓	✓	✓	✓

Tanggal Date	Agenda Agenda	Arief Kurnia Risdianto	Hery Murahmanta	Rachmat Hutama	Catur Dermawan	Mirza Mahendra	Aldiansyah Idham	Eri Surya Kelana
	2. Persetujuan Penyesuaian Ketentuan atas Pemberlakuan *Over Usage Penalty* Harian kepada Pelanggan untuk Jumlah Gas Terpakai lebih dari Pemakaian Maksimum Kuota per Hari selama terjadi Gangguan Penyaluran Gas pada Agustus 2025 Approval of Adjustments to Daily Over-Usage Penalty Provisions for Customers Exceeding Maximum Daily Quota during the August 2025 Gas Distribution Disruption 3. Usulan Nilai Pemanfaatan PPF dengan PT Jababeka Infrastruktur untuk Pengembangan Niaga Gas di KIK Proposal on the Utilization Value of PPF with PT Jababeka Infrastruktur for Gas Trading Development in KIK 4. *Update* NPAT Prognosa 2025 dan Usulan RKAP 2026 Update on the 2025 NPAT Forecast and the Proposed 2026 RKAP							
2 September 2025 September 2, 2025	1. Persetujuan Penyesuaian Ketentuan atas Pemberlakuan *Over Usage Penalty* Harian kepada Pelanggan untuk Jumlah Gas Terpakai lebih dari Pemakaian Maksimum Kuota per Hari selama terjadi Gangguan Penyaluran Gas pada Agustus 2025 Approval of Adjustments to Daily Over-Usage Penalty Provisions for Customers Exceeding Maximum Daily Quota during the August 2025 Gas Distribution Disruption	✓	✓	✓	✓	✓	✓	✓
9 September 2025 September 9, 2025	1. Rencana Pembelian Kargo LNG September 2025 dari Tangguh dan Padoma, serta Q4 2025 dari Donggi Senoro LNG Cargo Purchase Plan: in September 2025 from Tangguh and Padoma and in Q4 2025 from Donggi Senoro 2. Usulan *Top Risk* Korporat 2026 SH Gas Proposal for the 2026 Corporate Top Risks of the Gas Subholding 3. Tindak Lanjut *Facility Agreement / Shareholder Loan* PT KJG Follow-Up on the Facility Agreement/Shareholder Loan for PT KJG	✓	✓	✓	✓	✓	✓	✓

Tanggal Date	Agenda Agenda	Arief Kurnia Risdianto	Hery Murahmanta	Rachmat Hutama	Catur Dermawan	Mirza Mahendra	Aldiansyah Idham	Eri Surya Kelana
15 September 2025 September 15, 2025	1. Permohonan Persetujuan Revisi FID *Upgrade* Kapasitas DWDM Jakarta – Singapore Request for Approval of the Revised FID for the DWDM Capacity Upgrade (Jakarta–Singapore) 2. Permohonan Persetujuan Perpanjangan Alokasi dan Harga Gas Bongas hingga 31 Desember 2029 Explanation of Proposal 2 and Proposal 3 for the 2026 Company's Work Plan and Budget (RKAP) of Gas Subholding (SHG) 3. Penjelasan Usulan 2 dan Usulan 3 Rencana Kerja dan Anggaran Perusahaan (RKAP) Subholding Gas (SHG) tahun 2026 Submission of Performance Report for August 2025 and Real-Basis Forecast Update for August 2025	✓	✓	✓	✓	✓	✓	✓
18 September 2025 September 18, 2025	1. Penyampaian Laporan Kinerja Agustus & *Update* Prognosa Basis *Real* Agustus 2025 Submission of Performance Report for August 2025 and Real-Basis Forecast Update for August 2025 2. Usulan 3 Rencana Kerja dan Anggaran Perusahaan (RKAP) Subholding Gas (SHG) tahun 2026: Strategi peningkatan NPAT RKAP 2026 sesuai arahan Holding pada CS RKAP 2026 Third Proposal (Proposal 3) of the 2026 Company's Work Plan and Budget (RKAP) of Gas Subholding (SHG): Strategy to Increase NPAT in the 2026 RKAP aligned with Holding's Direction under the 2026 RKAP Corporate Strategy (CS)	✓	✓	✓	✓	✓	✓	✓
21 September 2025 September 21, 2025	1. Pembahasan Usulan Rencana Kerja dan Anggaran Perusahaan (RKAP) Subholding Gas (SHG) tahun 2026 Discussion of the Proposed 2026 Company's Work Plan and Budget (RKAP) of Gas Subholding (SHG)	✓	✓	✓	✓	✓	✓	✓
7 Oktober 2025 October 7, 2025	1. Agenda Terbatas HCM Limited Session: Human Capital Management (HCM) Agenda 2. Permohonan Persetujuan Revisi FID *Upgrade* Kapasitas DWDM Jakarta - Singapore Request for Approval of the Revised FID for the DWDM Capacity Upgrade (Jakarta–Singapore)	✓	✓	✓	✓	✓	✓	✓

Tanggal Date	Agenda Agenda	Arief Kurnia Risdianto	Hery Murahmanta	Rachmat Hutama	Catur Dermawan	Mirza Mahendra	Aldiansyah Idham	Eri Surya Kelana
	3. Permohonan Persetujuan atas Rencana Perubahan Konsep Kontrak Jual Beli LNG antara PGN Group dengan Kayan menjadi Konsep Kontrak Payung (*Master* LNG Sale & *Purchase Agreement* / MSPA) Request for Approval of the Plan to Amend the LNG Sale and Purchase Contract Framework between PGN Group and Kayan into a Master Contract Framework (Master LNG Sale & Purchase Agreement/MSPA) 4. Usulan 3 Rencana Kerja dan Anggaran Perusahaan (RKAP) Subholding Gas (SHG) Tahun 2026 Third proposal (Proposal 3) of the 2026 Company's Work Plan and Budget (RKAP) of Gas Subholding (SHG)							
13 Oktober 2025 October 13, 2025	*1.* *Update* Informasi Pembelian Kargo LNG dari Donggi Senoro (Q4 2025) & 2026-2027 Information Update on LNG Cargo Purchases from Donggi Senoro (Q4 2025) and 2026–2027 2. Permohonan Persetujuan Perpanjangan Alokasi dan Harga Gas Bongas hingga 31 Desember 2029 Request for Approval of the Extension of Bongas Gas Allocation and Pricing until December 31, 2029 3. Usulan Revisi-2 Rencana Kerja dan Anggaran Perusahaan (RKAP) Subholding Gas (SHG) tahun 2025 dan *Dry run* CS RKAP 2026 Second Revision Proposal of the 2025 Company's Work Plan and Budget (RKAP) for Gas Subholding (SHG) and Dry Run of the Corporate Strategy of the 2026 RKAP *4.* *Update* Kajian Legal untuk Pengalihan Bisnis LNG Portfolio dan *Update* Pengalihan Bisnis JTB Update on the Legal Review for the Transfer of the LNG Portfolio Business and Update on the JTB Business Transfer 5. Permohonan Persetujuan Kajian Awal Penyelarasan Bisnis SH Gas ("KAPB") untuk disampaikan kepada Pertamina dan Pengaturan Pengusulan Inisiatif Pengembangan dan Investasi pada RKAP 2026 Request for Approval of the Preliminary Business Alignment Study ("KAPB") for Gas SH to be Submitted to Pertamina, and the Framework for Proposing Development and Investment Initiatives in the 2026 RKAP	✓	✓	✓	✓	✓	✓	✓

Tanggal Date	Agenda Agenda	Arief Kurnia Risdianto	Hery Murahmanta	Rachmat Hutama	Catur Dermawan	Mirza Mahendra	Aldiansyah Idham	Eri Surya Kelana
14 Oktober 2025 October 14, 2025	1. Permohonan Persetujuan Rencana Pasokan Sumatera Tengah, Selatan dan Jawa Bagian Barat Request for Approval of the Supply Plan for Central Sumatra, South Sumatra, and Western Java 2. Kajian Awal Penyelarasan Bisnis SH Gas ("KAPB") untuk Disampaikan kepada Pertamina dan Tindak Lanjut Kajian Pra-Implementasi dalam Rangka Konsolidasi Bisnis Niaga Gas Preliminary Business Alignment Study (KAPB) of Gas SH to be Submitted to Pertamina and Follow-Up on the Pre-Implementation Study for Gas Trading Business Consolidation 3. Laporan Manajemen periode September 2025 Management Report for September 2025 *Draft* KPI SH Gas 2026 Draft 2026 KPIs for Gas Subholding	✓	✓	✓	✓	✓	✓	✓
21 Oktober 2025 October 21, 2025	1. Persetujuan Laporan Keuangan Konsolidasian TW III 2025 Approval of the Consolidated Financial Statements for Q3 2025 2. *Dry Run* Materi Rapat Gabungan Dewan Komisaris dan Direksi Dry Run of Materials for the Joint Meeting of the Board of Commissioners and Board of Directors 3. *Update* Pengalihan Bisnis JTB, SPBG dan Jargas Pertamina Update on the Transfer of JTB, SPBG, and Pertamina Jargas Businesses	✓	✓	✓	✓	✓	✓	✓
27 Oktober 2025 October 27, 2025	1. Pembahasan Materi *Performance Management Review* Subholding Gas Triwulan III Tahun 2025 Discussion of Performance Management Review Materials for Gas Subholding – Q3 2025 2. Usulan 4 RKAP 2026 *Topdown* Arahan Holding & Cascading NPAT RKAP 2026 ke AP/ Afiliasi SH Gas Fourth Proposal (Proposal 4) of the 2026 RKAP: Top-Down Holding Directives and Cascading of NPAT Targets to Gas Subholding Subsidiaries/ Affiliates in the 2026 RKAP 3. RUPS LB Kedua PGN 2025 PGN's Second EGMS in 2025	✓	✓	✓	✓	✓	✓	✓

Tanggal Date	Agenda Agenda	Arief Kurnia Risdianto	Hery Murahmanta	Rachmat Hutama	Catur Dermawan	Mirza Mahendra	Aldiansyah Idham	Eri Surya Kelana
3 November 2025 November 3, 2025	1. Permohonan Persetujuan Pembelian Pasokan WK Pangkah dan Penandatanganan Perjanjian antara PGN dan Saka Indonesia Pangkah Ltd Request for Approval of Supply Purchase from Pangkah Working Area and Signing of the Agreement between PGN and Saka Indonesia Pangkah Ltd 2. Usulan konsep Amendemen Kesepakatan Bersama Peminjaman dan Pengembalian LNG antara PGN dan PLN EPI Proposal for the Amendment Framework of the Joint Agreement on the LNG Loan and Return between PGN and PLN EPI 3. Permohonan Persetujuan Rencana Transaksi Pengalihan Data antara PGN dengan PLN EPI atas Proyek WNTS Pemping Request for Approval of the Data Transfer Transaction Plan between PGN and PLN EPI for the WNTS Pemping Project 4. Agenda Terbatas HCM Limited Session: Human Capital Management (HCM) Agenda	✓	✓	✓	✓	✓	✓	✓
7 November 2025 November 7, 2025	1. Usulan Revisi 3 RKAP 2025 PGN Proposal for the Third Revision of PGN's 2025 Company's Work Plan and Budget (RKAP) 2. *Update* Usulan KPI 2026 PGN Update on the Proposed PGN KPIs for 2026	✓	✓	✓	✓	✓	✓	✓
10 November 2025 November 10, 2025	1. Permohonan Persetujuan Pembelian 6 Kargo LNG DSLNG, 2 Kargo LNG Tangguh dan 1 Kargo LNG Bontang untuk periode 2026 Request for Approval to Purchase 6 DSLNG LNG Cargoes, 2 Tangguh LNG Cargoes, and 1 Bontang LNG Cargo for 2026 2. Permohonan Persetujuan Penawaran Harga untuk Tender Volume LNG North Hub dari Bontang Terminal Request for Approval of the Price Offer for the LNG North Hub Volume Tender from Bontang Terminal 3. Persetujuan Perjanjian Kerjasama Penyediaan Gas di Kawasan Industri Wijaya Kusuma (KIW) di Area Semarang - SOR III Approval of the Gas Supply Cooperation Agreement for Wijaya Kusuma Industrial Estate (KIW), Semarang Area – SOR III	✓	✓	✓	✓	✓	✓	✓

Tanggal Date	Agenda Agenda	Arief Kurnia Risdianto	Hery Murahmanta	Rachmat Hutama	Catur Dermawan	Mirza Mahendra	Aldiansyah Idham	Eri Surya Kelana
13 November 2025 November 13, 2025	1. Permohonan Persetujuan *Update* Penawaran Harga untuk Tender Volume LNG North Hub dari Bontang Terminal Request for Approval of the Updated Price Offer for the LNG North Hub Volume Tender (Bontang Terminal)	✓	✓	✓	✓	✓	✓	✓
17 November 2025 November 17, 2025	1. *Update* Inisiatif Proyek Pembangunan Fasilitas Penyimpanan LNG Untuk Terminal LNG Jawa Timur (*Flat Bottom*) Update on the LNG Storage Facility Construction Project Initiative for the East Java LNG Terminal (Flat Bottom) 2. Persetujuan Penunjukan Konsultan Hukum Jasa Konsultansi dan Pendampingan Pemberian Keterangan di Aparat Penegak Hukum Approval of the Appointment of Legal Counsel for Consultation and Assistance in Proceedings with Law Enforcement Authorities	✓	✓	✓	✓	✓	✓	✓
18 November 2025 November 18, 2025	1. Laporan Manajemen Oktober 2025 & Prognosa Basis *Real* Oktober 2025 Performance Report for October 2025 and Real-Basis Forecast Update for October 2025	✓	✓	✓	✓	✓	✓	✓
	2. *Update* Kajian Awal Penyelarasan Bisnis SH Gas ("KAPB") dan Permohonan Arahan dalam Rangka Konsensus Aksi Penyelarasan Bisnis dengan Pertamina Update on the Preliminary Business Alignment Study (KAPB) and Request for Direction toward Business Alignment Consensus with Pertamina 3. *Update* Penyusunan RJPP 2026 - 2030 Update on the Preparation of the 2026–2030 RJPP 4. Rencana *Booking Capacity New* FSRU Jawa Barat Plan for Capacity Booking of the New West Java FSRU 5. Permohonan Persetujuan Perpanjangan Pasokan PHE NSO Request for Approval of the Extension of Supply from PHE NSO 6. *Update* Rencana Amendemen SHL PT Saka Energi Indonesia Update on the Plan to Amend the SHL Agreement of PT Saka Energi Indonesia	✓	✓	✓	✓	✓	✓	✓

Tanggal Date	Agenda Agenda	Arief Kurnia Risdianto	Hery Murahmanta	Rachmat Hutama	Catur Dermawan	Mirza Mahendra	Aldiansyah Idham	Eri Surya Kelana
24 November 2025 November 24, 2025	1. *Update* Potensi Pasokan Gas dari WK South Andaman Update on Gas Supply Potential from the South Andaman Working Area 2. Permohonan Penandatanganan Joint Pre-Development Agreement Proyek LNG Plant Bangkanai Request for Signing of the Joint Pre-Development Agreement (JPDA) for the Bangkanai LNG Plant Project 3. Perubahan Anggaran Dasar PGN Amendment to PGN's Articles of Association	✓	✓	✓	✓	✓	✓	✓
1 Desember 2025 December 1, 2025	1. Permohonan Keputusan Kelanjutan Inisiatif Proyek Pembangunan Fasilitas LNG Terminal Jawa Timur Request for Decision on the Continuation of Facility Construction Project Initiative of the East Java LNG Terminal Development Project	✓	✓	✓	✓	✓	✓	✓
2 Desember 2025 December 2, 2025	1. Permohonan Persetujuan Pembelian Pasokan Gas dari Wilayah Kerja ("WK") Tungkal (Mont D'or Oil Tungkal Limited) kepada PGN; dan Perpanjangan Domestic Swap Agreement West Natuna Gas Supply Group Request for Approval of Gas Supply Purchase from Tungkal Working Area (Mont D'or Oil Tungkal Ltd) to PGN and Extension of the Domestic Swap Agreement with the West Natuna Gas Supply Group 2. Persetujuan Anggaran *Bulk* Pemasangan Infrastruktur Pipa Gas *Customer Attachment* SOR II Tahun 2026 Approval of Bulk Budget for Gas Pipeline Infrastructure Installation for Customers Attachment in SOR II for 2026	✓	✓	✓	✓	✓	✓	✓
8 Desember 2025 December 8, 2025	1. *Update Issue* HSSE (*Update* Kinerja HSSE YTD November 2025, Rencana Pelaksanaan MERE 2025) Update on Key HSSE Issues: November 2025 YTD Performance and the 2025 MERE Implementation Plan	✓	✓	✓	✓	✓	✓	✓

Tanggal Date	Agenda Agenda	Arief Kurnia Risdianto	Hery Murahmanta	Rachmat Hutama	Catur Dermawan	Mirza Mahendra	Aldiansyah Idham	Eri Surya Kelana
	2. Persetujuan Keputusan Direksi Mekanisme Agregasi Segmen Pelanggan Untuk Analisis Kelayakan Jargas sebagai PSN dan Persetujuan Investasi (FID) Pemasangan Infrastruktur Pipa Gas *Customer Attachment* Jargas SOR I Area Batam Tahun 2025 Approval of Board Decision on Customer Segment Aggregation Mechanism for Jargas Feasibility as a National Strategic Project (PSN) and FID Approval for Gas Pipeline Infrastructure Installation for Customers Attachment in SOR I Jargas in Batam for 2025 3. Persetujuan Investasi (FID) Pembangunan Gedung Kantor PGN MIRRA Approval of Final Investment Decision (FID) for the Construction of the PGN MIRRA Office Building 4. Persetujuan Investasi *Well Exploration* Saka Manpatu (SM)-1 pada Wilayah Kerja (WK) Pekawai Approval of Investment for the Saka Manpatu (SM)-1 Exploration Well in the Pekawai Working Area							
12 Desember 2025 December 12, 2025	1. Permohonan Persetujuan Perpanjangan Kontrak LNG SPA IDD Bangka Request for Approval of the Extension of the LNG SPA Contract – IDD Bangka 2. Tanggapan Atas Permintaan Penandatanganan *Charter* Penyelarasan Bisnis Subholding Gas oleh Pertamina Management Response to Pertamina's Request for Signing the Gas Subholding Business Alignment Charter	✓	✓	✓	✓	✓	✓	✓
15 Desember 2025 December 15, 2025	1. Laporan Manajemen November 2025 Management Report for November 2025 2. Permohonan Persetujuan Penandatanganan JPDA Proyek LNG Plant Bangkanai Request for Approval to Sign the JPDA for the Bangkanai LNG Plant Project	✓	✓	✓	✓	✓	✓	✓

Tanggal Date	Agenda Agenda	Arief Kurnia Risdianto	Hery Murahmanta	Rachmat Hutama	Catur Dermawan	Mirza Mahendra	Aldiansyah Idham	Eri Surya Kelana
16 Desember 2025 December 16, 2025	1. Persetujuan Investasi (FID) Pelaksanaan Pengembangan Lapangan Bukit Panjang Wilayah Kerja Ketapang Approval of Final Investment Decision (FID) for the Development of Bukit Panjang Field – Ketapang Working Area 2. Harga Gas Formula untuk Wilayah Sumatera Tengah, Selatan dan Jawa Bagian Barat Tahun 2026 Gas Price Formula for Central Sumatra, South Sumatra, and Western Java for 2026 3. Permohonan Persetujuan Pembelian Tambahan 5 Kargo LNG DSLNG & *Update* Informasi Perubahan Formulasi Harga Kargo LNG Tangguh Request for Approval of Additional Purchase of 5 DSLNG LNG Cargoes and Update on Changes to the Pricing Formula of Tangguh LNG Cargo	✓	✓	✓	✓	✓	✓	✓
18 Desember 2025 December 18, 2025	1. Persetujuan ReFID Proyek Pembangunan Fasilitas Penyimpanan LNG Untuk Terminal LNG Jawa Timur Approval of the Revised FID of the LNG Storage Facility Construction Project Initiative for the East Java LNG Terminal 2. *Update* Materi RUPSLB PGN Terkait Perubahan Anggaran Dasar (Perubahan Status PGN kembali menjadi PT (PERSERO)/BUMN) Update on EGMS Materials Related to Amendments to PGN's Articles of Association (Reinstatement of PGN as PT (PERSERO)a SOE) 3. Perpanjangan Jangka Waktu Perjanjian Kerjasama Pengelolaan dan Penyaluran Gas Jambaran Tiung Biru/JTB antara Pertamina dan PGN Extension of the Cooperation Agreement on Management and Distribution of Jambaran Tiung Biru (JTB) Gas between Pertamina and PGN	✓	✓	✓	✓	✓	✓	✓

Tanggal Date	Agenda Agenda	Arief Kurnia Risdianto	Hery Murahmanta	Rachmat Hutama	Catur Dermawan	Mirza Mahendra	Aldiansyah Idham	Eri Surya Kelana
	4. Persetujuan Keputusan Direksi Mekanisme Agregasi Segmen Pelanggan Untuk Analisis Kelayakan Jargas Sebagai Proyek Strategis Nasional (PSN) ("Kepdir Agregasi Jargas 2025") dan Persetujuan Investasi (FID) Pemasangan Infrastruktur Pipa Gas *Customer Attachment* Jargas SOR I Area Batam Tahun 2025 Approval of Board Decision on Customer Segment Aggregation Mechanism for Jargas Feasibility as a National Strategic Project (PSN) (and FID Approval for Gas Pipeline Infrastructure Installation for Customers Attachment in SOR I Jargas in Batam for 2025 5. Persetujuan RKAP 2026 (Usulan 5) Approval of the 2026 RKAP (Proposal 5)							
22 Desember 2025 December 22, 2025	1. Update Rencana Pengambilalihan Saham VICO pada PT Badak NGL Update on VICO's Share Acquisition Plan at PT Badak NGL	✓	✓	✓	✓	✓	✓	✓
	2. Rencana Penandatanganan *Heads of Agreement* (HoA) *non-binding* dan *Master Sales and Purchase Agreement* (MSPA) LNG ISO Tank antara PGN dan Petronas LNG Ltd Planned Signing of the Non-Binding Heads of Agreement (HoA) and Master Sales and Purchase Agreement (MSPA) for LNG ISO Tank between PGN and Petronas LNG Ltd	✓	✓	✓	✓	✓	✓	✓
24 Desember 2025 December 24, 2025	1. Permohonan Persetujuan *Swap Fee* untuk Perpanjangan *Domestic Swap Agreement West Natuna Gas Supply Group* Application for Swap Fee Approval for the Extension of the West Natuna Gas Supply Group Domestic Swap Agreement	✓	✓	✓	✓	✓	✓	✓
	2. Persetujuan Anggaran Bulk Pemasangan Infrastruktur Pipa Gas *Customer Attachment* Komersial Industri SOR III Tahun 2026 Approval of the Bulk Budget for the Installation of Gas Pipeline Infrastructure for Commercial Industrial Customer Attachment SOR III in 2026	✓	✓	✓	✓	✓	✓	✓

Tanggal Date	Agenda Agenda	Arief Kurnia Risdianto	Hery Murahmanta	Rachmat Hutama	Catur Dermawan	Mirza Mahendra	Aldiansyah Idham	Eri Surya Kelana
24 Desember 2025 December 24, 2025	3. Persetujuan Perpanjangan Perjanjian Kerjasama Pemanfaatan Lahan antara PGN dan PT Surya Energi Parahita (SEP) serta *Underlying Document* Kerjasama Pemanfaatan Lahan Approval of the Extension of the Land Utilization Cooperation Agreement between PGN and PT Surya Energi Parahita (SEP) and the Underlying Document for the Land Utilization Cooperation	✓	✓	✓	✓	✓	✓	✓
Persentase Kehadiran Masing-masing Anggota Attendance Percentage of Each Member		100%	100%	100%	100%	100%	100%	100%

Kehadiran Direksi dalam RUPS
Attendance of the Board of Directors at the GMS

Nama Name	Jabatan Position	Kehadiran pada RUPST 28 Mei 2025 Attendance at AGMS, May 28, 2025	Persentase(%) Percentage (%)	Kehadiran pada RUPSLB 2025 Attendance at EGMS 2025			
				27 Agustus 2025 August 27, 2025	Persentase(%) Percentage (%)	29 Desember 2025 December 29, 2025	Persentase(%) Percentage (%)
Periode 1 Januari – 27 Agustus 2025 | Period January 1 - August 27, 2025							
Arief Setiawan Handoko	Direktur Utama President Director	1	100	1	100	-	-
Fadjar Harianto Widodo	Direktur Keuangan Director of Finance	1	100	1	100	-	-
Ratih Esti Prihatini	Direktur Komersial Director of Commercial	1	100	1	100	-	-
Rosa Permata Sari	Direktur Strategi dan Pengembangan Bisnis Director of Strategy and Business Development	1	100	1	100	-	-
Harry Budi Sidharta*	Direktur Infrastruktur dan Teknologi Director of Infrastructure and Technology	1	100	1	100	-	-
Arief Kurnia Risdianto	Direktur Manajemen Risiko Director Risk Management	1	100	1	100	-	-
Periode 27 Agustus 2025-sekarang | Period August 27, 2025 - present							
Arief Kurnia Risdianto	Direktur Utama President Director	-	-	-	-	1	100
Catur Dermawan	Direktur Keuangan Director of Finance	-	-	-	-	1	100
Aldiansyah Idham	Direktur Komersial Director of Commercial	-	-	-	-	1	100
Mirza Mahendra	Direktur Strategi dan Pengembangan Bisnis Director of Strategy and Business Development	-	-	-	-	1	100

Nama Name	Jabatan Position	Kehadiran pada RUPST 28 Mei 2025 Attendance at AGMS, May 28, 2025	Persentase(%) Percentage (%)	Kehadiran pada RUPSLB 2025 Attendance at EGMS 2025			
				27 Agustus 2025 August 27, 2025	Persentase(%) Percentage (%)	29 Desember 2025 December 29, 2025	Persentase(%) Percentage (%)
Hery Murahmanta	Direktur Infrastruktur dan Teknologi Director of Infrastructure and Technology	-	-	-	-	1	100
Eri Surya Kelana	Direktur Manajemen Risiko Director of Risk Management	-	-	-	-	1	100
Rachmat Hutama	Direktur SDM dan Penunjang Bisnis Director of Human Resources and Business Support	1	100	1	100	1	100

*Tidak menjabat sejak 4 Juli 2025
*No longer in office since July 4, 2025

Keputusan Sirkuler Direksi
Board of Directors Circular Resolution

Tanggal Date	Agenda Agenda
23 Juni 2025 June 23, 2025	010/CR-BOD/2025 Penunjukan PT Gagas Energi Indonesia sebagai Perwakilan PGN untuk Melakukan Penyertaan Modal pada Special Purpose Company *Biomethane* Appointment of PT Gagas Energi Indonesia as PGN's Representative to Make Capital Participation in a Biomethane Special Purpose Company
29 Oktober 2025 October 29, 2025	020/CR-BOD/2025 Pembayaran Panjar Insentif Tahun Buku 2025 di Lingkungan SH Gas Payment of Advance Incentive for Financial Year 2025 within SH Gas
2 Desember 2025 December 2, 2025	030/CR-BOD/2025 Pembayaran Panjar Insentif Kedua Tahun Buku 2025 di Lingkungan SH Gas Payment of the Second Advance Incentive for Financial Year 2025 within SH Gas

PENILAIAN ATAS KINERJA KOMITE-KOMITE YANG BERADA DI BAWAH DIREKSI

Pada tahun 2025, sehubungan dengan telah ditetapkannya Direktur Manajemen Risiko dengan dilengkapi Tata Kerja Direktorat Manajemen Risiko dan Organisasi di lingkup Direktorat Manajemen Risiko di akhir tahun 2024 sesuai dengan Peraturan Menteri Badan Usaha Milik Negara Nomor PER-2/MBU/03/2023 (PER-2) tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, maka pengelolaan risiko dilakukan tidak lagi melalui Komite di bawah Direksi, namun menjadi tugas dan tanggung jawab dari Direktur Manajemen Risiko sebagai Chief Risk Officer. Sehingga tidak terdapat penilaian atas kinerja Komite di bawah Direksi.

PERFORMANCE ASSESSMENT OF COMMITTEES UNDER THE BOARD OF DIRECTORS

In 2025, following the appointment of the Director of Risk Management and the establishment of the Work Procedures of the Risk Management Directorate and its organizational structure at the end of 2024, in accordance with Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 (PER-2) on Guidelines on Governance and Significant Corporate Activities of State-Owned Enterprises, risk management is no longer carried out through a Committee under the Board of Directors. Instead, risk management has become the duty and responsibility of the Director of Risk Management as the Chief Risk Officer. Accordingly, there is no performance assessment of Committees under the Board of Directors.

PENILAIAN KINERJA DEWAN KOMISARIS, DIREKSI DAN KOMITE

PERFORMANCE ASSESSMENT OF THE BOARD OF COMMISSIONERS, BOARD OF DIRECTORS, AND COMMITTEES



PENILAIAN KINERJA DEWAN KOMISARIS

Penilaian kinerja Dewan Komisaris pada tahun 2025 dilakukan melalui penyampaian Laporan Pencapaian KPI secara triwulanan kepada Menteri BUMN selaku Pemegang Saham Seri A Dwiwarna, sesuai dengan ketentuan dalam Surat Edaran Menteri BUMN Nomor SE-9/MBU/09/2021.

Sejalan dengan ketentuan tersebut, PT Pertamina (Persero) selaku Pemegang Saham Seri B Terbanyak yang menerima Kuasa Khusus dari Pemegang Saham Seri A Dwiwarna, telah menetapkan Pedoman Penilaian Kinerja Direksi, Dewan Komisaris, dan Komite Penunjang Dewan Komisaris di Subholding dan Anak Perusahaan Pertamina melalui Pedoman Nomor A05-002/K20000/2022-S9 berdasarkan Surat Nomor 193/K20000/2022-S8 tanggal 22 Desember 2022. Pedoman ini menjadi acuan dalam pelaksanaan penilaian kinerja organ tata kelola di lingkungan Subholding dan Anak Perusahaan Pertamina.

Mengacu pada pedoman tersebut, KPI Dewan Komisaris mencakup aspek perencanaan, aspek pengawasan dan nasihat, aspek pelaporan dan aspek dinamis, dalam

PERFORMANCE ASSESSMENT OF THE BOARD OF COMMISSIONERS

The assessment evaluation of the Board of Commissioners in 2025 was conducted through the submission of Quarterly KPI Achievement Reports to the Minister of SOEs as the holder of the Series A Dwiwarna Share, in accordance with the provisions set forth in the Circular Letter of the Minister of SOEs Number SE-9/MBU/09/2021.

Aligned with these provisions, PT Pertamina (Persero), as the Majority shareholder of Series B Shares and the recipient of Special Power of Attorney from the holder of the Series A Dwiwarna Share, has established the Guidelines for Performance Assessment of the Board of Directors, Board of Commissioners, and Supporting Committees of the Board of Commissioners within Pertamina Subholdings and Subsidiaries through Guideline Number A05-002/K20000/2022-S9 pursuant to Letter Number 193/K20000/2022-S8 dated December 22, 2022. These guidelines serve as the reference for implementing performance assessment of governance organs within Pertamina Subholdings and Subsidiaries.

Referring to these guidelines, the KPI of the Board of Commissioners encompasses planning aspects, supervisory and advisory aspects, reporting aspects, and dynamic

menjalankan fungsi pengawasan kebijakan pengurusan jalannya Perseroan dan memberi nasihat kepada Direksi untuk kepentingan dan tujuan Perseroan. Adapun proses penilaian kinerja Dewan Komisaris untuk tahun 2025 dilaksanakan oleh Komite Nominasi, Remunerasi dan GCG.

Selanjutnya, melalui Surat PT Pertamina (Persero) Nomor 113/K00000/2024-S8 tentang Kebijakan Pelaksanaan Penilaian Kinerja Tahunan Individu Direksi, Anggota Dewan Komisaris, dan Anggota Komite Penunjang Dewan Komisaris di Subholding dan Anak Perusahaan Pertamina Tahun 2024, dinyatakan bahwa pedoman penilaian kinerja tersebut tetap berlaku dan digunakan hingga saat ini sebagai acuan pelaksanaan penilaian kinerja tahunan.

aspects, in carrying out the supervisory function over the management policies of the Company and providing advice to the Board of Directors in the interest and for the objectives of the Company. The performance assessment process of the Board of Commissioners for 2025 was conducted by the Nomination, Remuneration, and GCG Committee.

Furthermore, pursuant to PT Pertamina (Persero) Letter Number 113/K00000/2024-S8 regarding the Policy on the Implementation of Annual Individual Performance Assessment of the Board of Directors, Members of the Board of Commissioners, and Members of the Supporting Committees of the Board of Commissioners within Pertamina Subholdings and Subsidiaries for 2024, it is stated that the aforementioned performance assessment guidelines remain valid and continue to be used as the reference for the implementation of annual performance assessment.

PROSEDUR PELAKSANAAN PENILAIAN KINERJA DEWAN KOMISARIS
Procedure for the Performance Assessment of the Board of Commissioners

1

Dewan Komisaris menyusun dan menyampaikan KPI Dewan Komisaris kepada PT Pertamina (Persero) selaku Pemegang Saham Seri B Terbanyak yang Menerima Kuasa Khusus dari Pemegang Saham Seri A Dwiwarna

The Board of Commissioners prepares and submits the KPI of the Board of Commissioners to PT Pertamina (Persero) as the Majority Holder of Series B Shares receiving Special Power of Attorney from the holder of the Series A Dwiwarna Share.

2

Dewan Komisaris melaksanakan penilaian kinerja berdasarkan *self-assessment* realisasi KPI Dewan Komisaris dan hasil Akhlak Behaviour Survey (ABS) 360°

The Board of Commissioners conducts a performance assessment based on a self-assessment of the realization of its KPI and the results of the 360° Akhlak Behaviour Survey (ABS).

3

Dewan Komisaris melaporkan hasil penilaian kinerja Dewan Komisaris kepada PT Pertamina (Persero) selaku Pemegang Saham Seri B Terbanyak yang Menerima Kuasa Khusus dari Pemegang Saham Seri A Dwiwarna

The Board of Commissioners reports the results of its performance assessment to PT Pertamina (Persero) as the Majority Holder of Series B Shares receiving Special Power of Attorney from the holder of the Series A Dwiwarna Share.

Kriteria Penilaian Kinerja Dewan Komisaris

1. Realisasi KPI Dewan Komisaris.
2. Implementasi nilai-nilai budaya AKHLAK oleh Dewan Komisaris sebagai *core values* yang diterapkan oleh Kementerian BUMN berdasarkan hasil Akhlak Behavior Survey (ABS) 360° yang dilakukan oleh sesama Anggota Dewan Komisaris.

Pihak yang Melakukan Penilaian atas Kinerja Dewan Komisaris

Penilaian atas kinerja Dewan Komisaris dilakukan secara mandiri (*self-assessment*) melalui Komite Nominasi, Remunerasi dan GCG, kemudian dilaporkan kepada PT Pertamina (Persero) selaku Pemegang Saham Seri B Terbanyak yang Menerima Kuasa Khusus dari Pemegang Saham Seri A Dwiwarna.

PENILAIAN KINERJA DIREKSI

Penetapan KPI Direksi di antaranya mengacu kepada Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara dan Peraturan Menteri Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara mengatur perihal Kontrak Manajemen Tahunan dan Indikator Kinerja Utama (*Key Performance Indicator*). KPI Direksi terdiri dari KPI Direksi Kolegial dan KPI Direksi Individual.

KPI Direksi Kolegial disetujui dan ditandatangani oleh Direksi, Dewan Komisaris serta Kementerian BUMN cq. Direktur Utama PT Pertamina (Persero), yang terdiri atas:

1. KPI Bersama (bobot 40%), merupakan KPI yang disepakati menjadi tanggung jawab seluruh Subholding di bawah PT Pertamina (Persero) sebagai Holding.
2. KPI Subholding (bobot 60%), merupakan KPI Perseroan sebagai Subholding Gas.

Adapun KPI Direksi Individual disusun menggunakan kerangka sebagaimana ditetapkan melalui Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 dan disetujui oleh Dewan Komisaris.

Performance Assessment Criteria of the Board of Commissioners

1. The realization of the Board of Commissioners' KPI.
2. The implementation of AKHLAK cultural values by the Board of Commissioners as the core values established by the Ministry of SOEs, based on the results of the 360° Akhlak Behavior Survey (ABS) conducted among fellow members of the Board of Commissioners.

Party Conducting the Performance Assessment of the Board of Commissioners

The assessment of the Board of Commissioners is conducted independently through a self-assessment mechanism facilitated by the Nomination, Remuneration, and GCG Committee, and subsequently reported to PT Pertamina (Persero) as the Majority Shareholder of Series B Shares receiving Special Power of Attorney from the holder of the Series A Dwiwarna Share.

ASSESSMENT OF THE BOARD OF DIRECTORS

The determination of the Board of Directors' KPI refers, among others, to Regulation of the Minister of SOEs Number PER-2/MBU/03/2023 on Guidelines on Governance and Significant Corporate Activities of State-Owned Enterprises and Regulation of the Minister of SOEs Number PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises, which govern the Annual Management Contract and Key Performance Indicators (KPI). The KPI of the Board of Directors comprises the Collegial KPI of the Board of Directors and the Individual KPI of each Director.

The Collegial KPI of the Board of Directors is approved and signed by the Board of Directors, the Board of Commissioners, and the Ministry of State-Owned Enterprises c.q. the President Director of PT Pertamina (Persero), comprising:

1. Shared KPI (40% weight), representing KPIs agreed upon as the collective responsibility of all Subholdings under PT Pertamina (Persero) as the Holding; and
2. Subholding KPI (60% weight), representing the Company's KPI as the Gas Subholding.

The Individual KPI of each Director is prepared based on the framework stipulated in Regulation of the Minister of SOEs Number PER-2/MBU/03/2023 and is subject to approval by the Board of Commissioners.

Pada akhir tahun 2022, PT Pertamina (Persero) sebagai Pemegang Saham Seri B Terbanyak yang Menerima Kuasa Khusus dari Pemegang Saham Seri A Dwiwarna, menetapkan Pedoman Penilaian Kinerja Direksi, Dewan Komisaris dan Komite Penunjang Dewan Komisaris di Subholding dan Anak Perusahaan Pertamina Nomor A05-002/K20000/2022-S9 berdasarkan Surat Nomor 193/K20000/2022-S8 tanggal 22 Desember 2022.

Selanjutnya, melalui surat PT Pertamina (Persero) Nomor 113/K00000/2024-S8 tentang Kebijakan Pelaksanaan Penilaian Kinerja Tahunan Individu Direksi, Anggota Dewan Komisaris dan Anggota Komite Penunjang Dewan Komisaris di Subholding dan AP Pertamina Tahun 2024, menyatakan bahwa pedoman penilaian kinerja tersebut masih berlaku hingga saat ini. Proses penilaian Direksi tahun 2025 dilakukan oleh Dewan Komisaris bersama Komite Nominasi, Remunerasi dan GCG.

At the end of 2022, PT Pertamina (Persero), as the Majority Holder of Series B Shares receiving Special Power of Attorney from the holder of the Series A Dwiwarna Share, established the Guidelines for Performance Assessment of the Board of Directors, Board of Commissioners, and Supporting Committees of the Board of Commissioners within Pertamina Subholdings and Subsidiaries Number A05-002/K20000/2022-S9 pursuant to Letter Number 193/K20000/2022-S8 dated December 22, 2022.

Furthermore, pursuant to PT Pertamina (Persero) Letter Number 113/K00000/2024-S8 concerning the Policy on the Implementation of the Annual Individual Performance Assessment of the Board of Directors, Members of the Board of Commissioners, and Members of the Supporting Committees of the Board of Commissioners within Pertamina Subholdings and Subsidiaries for 2024, it is stated that the aforementioned performance assessment guidelines remain valid to date. The performance assessment process of the Board of Directors for 2025 was conducted by the Board of Commissioners together with the Nomination, Remuneration, and GCG Committee.

PROSEDUR PELAKSANAAN PENILAIAN KINERJA DIREKSI
Procedure for the Performance Assessment of the Board of Directors

1

Direksi menyusun dan menyampaikan realisasi KPI Direksi Kolegial dan KPI Direksi Individual kepada Dewan Komisaris

The Board of Directors prepares and submits the realization of the Collegial KPI and the Individual KPI of the Directors to the Board of Commissioners.

2

Dewan Komisaris mengevaluasi kinerja Direksi berdasarkan realisasi KPI Direksi Kolegial dan KPI Direksi Individual hasil Akhlak Behaviour Survey (ABS) 360°

The Board of Commissioners evaluates the performance of the Board of Directors based on the realization of the Collegial KPI and the Individual KPI of the Directors, as well as the results of the 360° Akhlak Behaviour Survey (ABS).

3

Dewan Komisaris menyampaikan usulan penilaian kinerja Direksi kepada PT Pertamina (Persero) sebagai Pemegang Saham Seri B Terbanyak yang Menerima Kuasa Khusus dari Pemegang Saham Seri A Dwiwarna

The Board of Commissioners submits the proposed performance assessment of the Board of Directors to PT Pertamina (Persero) as the Majority Holder of Series B Shares receiving Special Power of Attorney from the holder of the Series A Dwiwarna Share.

Kriteria Penilaian Kinerja Direksi Perseroan

1. Realisasi KPI Kolegial Direksi dan KPI Individual Direksi.
2. Implementasi nilai-nilai budaya AKHLAK oleh Direksi sebagai *core values* yang diterapkan oleh Kementerian BUMN berdasarkan hasil Akhlak *Behavior Survey* (ABS).

Pihak yang Melakukan Penilaian Kinerja Direksi

Penilaian diselenggarakan oleh Komite Nominasi, Remunerasi dan GCG untuk diserahkan kepada Dewan Komisaris, dan selanjutnya hasil penilaian diusulkan kepada Direktur Utama PT Pertamina (Persero) selaku Pemegang Saham Seri B Terbanyak yang Menerima Kuasa Khusus dari Pemegang Saham Seri A Dwiwarna.

PENILAIAN TERHADAP KINERJA KOMITE DEWAN KOMISARIS

Dalam pelaksanaan tugas dan tanggung jawabnya, Dewan Komisaris dibantu oleh Komite di bawah Dewan Komisaris yaitu Komite Audit, Komite Nominasi, Remunerasi dan GCG, Komite Pemantau Manajemen Risiko dan Pengembangan Usaha serta Komite Tata Kelola Terintegrasi.

Pada akhir tahun 2022, PT Pertamina (Persero) sebagai Pemegang Saham Seri B Terbanyak yang Menerima Kuasa Khusus dari Pemegang Saham Seri A Dwiwarna, menetapkan Pedoman Penilaian Kinerja Direksi, Dewan Komisaris dan Komite Penunjang Dewan Komisaris di Subholding dan Anak Perusahaan Pertamina Nomor A05-002/K20000/2022-S9 berdasarkan Surat Nomor 193/K20000/2022-S8 tanggal 22 Desember 2022.

Ketentuan tersebut selanjutnya ditegaskan kembali melalui Surat PT Pertamina (Persero) Nomor 113/ K00000/2024-S8 tentang Kebijakan Pelaksanaan Penilaian Kinerja Tahunan Individu Direksi, Anggota Dewan Komisaris dan Anggota Komite Penunjang Dewan Komisaris di Subholding dan AP Pertamina Tahun 2024 yang menyatakan bahwa pedoman di atas masih berlaku.

Performance Assessment Criteria of the Company's Directors

1. The realization of the Collegial KPI of the Directors and the Individual KPI of each Director.
2. The implementation of AKHLAK cultural values by the Board of Directors as the core values established by the Ministry of SOEs, based on the results of the Akhlak Behavior Survey (ABS).

Party Conducting the Performance Assessment of the Board of Directors

The evaluation is conducted by the Nomination, Remuneration, and GCG Committee and submitted to the Board of Commissioners. Subsequently, the evaluation results are proposed to the President Director of PT Pertamina (Persero) as the Majority Holder of Series B Shares receiving Special Power of Attorney from the holder of the Series A Dwiwarna Share.

PERFORMANCE ASSESSMENT OF THE COMMITTEES OF THE BOARD OF COMMISSIONERS

In carrying out its duties and responsibilities, the Board of Commissioners is assisted by Committees under the Board of Commissioners, namely the Audit Committee, the Nomination, Remuneration and GCG Committee, the Risk Management and Business Development Monitoring Committee, and the Integrated Governance Committee.

At the end of 2022, PT Pertamina (Persero), as the Majority Holder of Series B Shares receiving Special Power of Attorney from the holder of the Series A Dwiwarna Share, established the Guidelines for Performance Assessment of the Board of Directors, Board of Commissioners, and Supporting Committees of the Board of Commissioners within Pertamina Subholdings and Subsidiaries Number A05-002/K20000/2022-S9 pursuant to Letter Number 193/K20000/2022-S8 dated December 22, 2022.

These provisions were subsequently reaffirmed through PT Pertamina (Persero) Letter Number 113/K00000/2024-S8 on the Policy on the Implementation of the Annual Individual Performance Assessment of the Board of Directors, Members of the Board of Commissioners, and Members of the Supporting Committees of the Board of Commissioners within Pertamina Subholdings and Subsidiaries for 2024, which states that the aforementioned guidelines remain in effect.

PROSEDUR PENILAIAN KINERJA KOMITE DEWAN KOMISARIS
Procedure for the Performance Assessment of The Committees of the Board of Commissioners

1

Komite Dewan Komisaris menyusun dan menyampaikan Rencana Kerja Tahunan kepada Dewan Komisaris yang merupakan penjabaran dari fungsi Dewan Komisaris

The Committees of the Board of Commissioners prepare and submit their Annual Work Plan to the Board of Commissioners, which constitutes a translation of the functions of the Board of Commissioners.

2

Dewan Komisaris melaksanakan penilaian kinerja Komite Dewan Komisaris berdasarkan self-assessment realisasi Rencana Kerja Tahunan termasuk Tugas Khusus dan hasil Akhlak Behaviour Survey (ABS) 360°

The Board of Commissioners conducts a performance assessment of the Committees of the Board of Commissioners based on the self-assessment of the realization of the Annual Work Plan, including Special Assignments, and the results of the Akhlak Behaviour Survey (ABS) 360°.

3

Dewan Komisaris melaporkan hasil penilaian kinerja Komite Dewan Komisaris kepada PT Pertamina (Persero) selaku Pemegang Saham Seri B Terbanyak yang Menerima Kuasa Khusus dari Pemegang Saham Seri A Dwiwarna

The Board of Commissioners reports the results of the performance assessment of the Committees of the Board of Commissioners to PT Pertamina (Persero) as the Majority Holder of Series B Shares receiving Special Power of Attorney from the holder of the Series A Dwiwarna Share.

Kriteria Penilaian Kinerja Komite Dewan Komisaris

1. Realisasi Rencana Kerja dan Tugas Khusus Komite Dewan Komisaris.
2. Implementasi nilai-nilai budaya AKHLAK oleh Komite Dewan Komisaris sebagai *core values* yang diterapkan oleh Kementerian BUMN berdasarkan hasil Akhlak Behaviour Survey (ABS).

Hasil Penilaian Kinerja Komite Dewan Komisaris

Hasil penilaian atas kinerja Komite Dewan Komisaris menyatakan bahwa komite-komite tersebut telah menjalankan tugas dan tanggung jawabnya dengan baik dalam membantu pengawasan Dewan Komisaris.

Performance Assessment Criteria of the Committees of the Board of Commissioners

1. The realization of the Work Plan and Special Assignments of the Committees of the Board of Commissioners.
2. The implementation of AKHLAK cultural values by the Committees of the Board of Commissioners as the core values established by the Ministry of State-Owned Enterprises, based on the results of the Akhlak Behaviour Survey (ABS).

Results of the Performance Assessment of the Committees of the Board of Commissioners

The results of the performance assessment of the Committees of the Board of Commissioners indicate that the committees have properly carried out their duties and responsibilities in supporting the supervisory function of the Board of Commissioners.

KEBIJAKAN NOMINASI DAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI

POLICY AND PROCESS FOR THE NOMINATION OF MEMBERS OF THE BOARD OF COMMISSIONERS AND/OR THE BOARD OF DIRECTORS

KEBIJAKAN DAN PROSES NOMINASI ANGGOTA DEWAN KOMISARIS DAN/ATAU DIREKSI

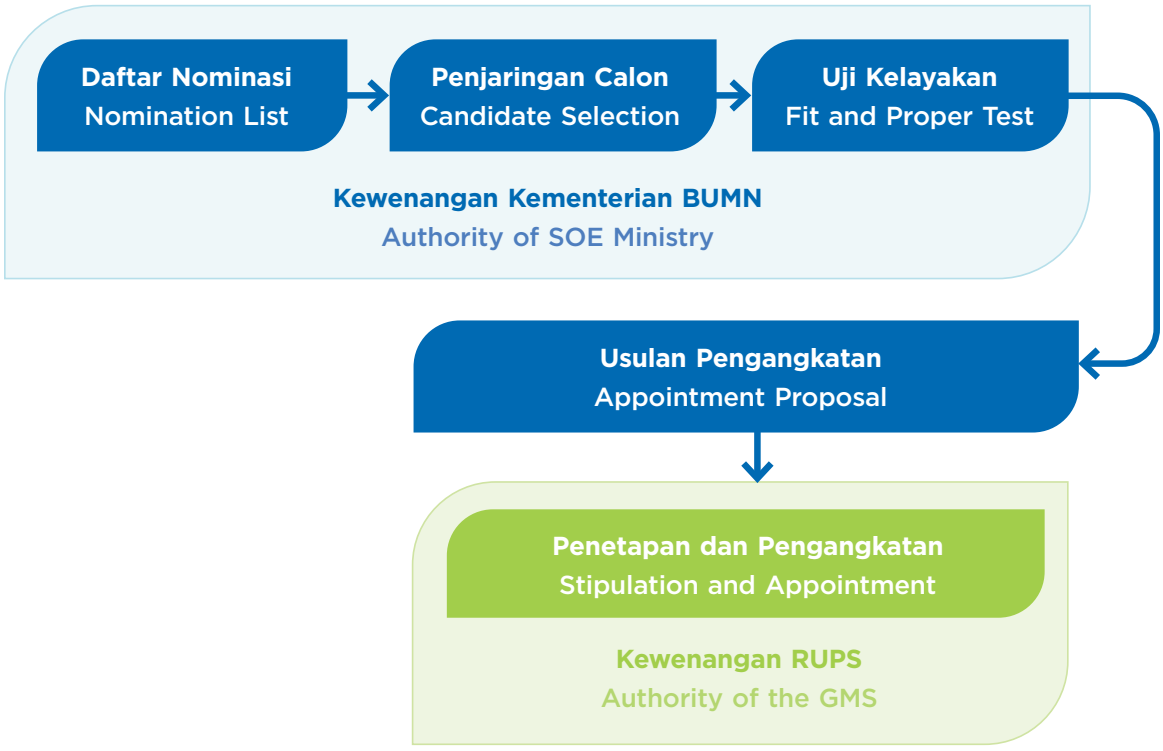
Sebagai Badan Usaha Milik Negara (BUMN), prosedur pengusulan hingga penetapan Dewan Komisaris dan Direksi PGN tunduk pada Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-3/MBU/03/2023 tanggal 20 Maret 2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.

Proses pengajuan calon, penjaringan, uji kelayakan untuk Direksi, serta usulan pengangkatan ditetapkan oleh Komite Talenta BUMN melalui Keputusan Sekretaris Kementerian BUMN. Selanjutnya, pengangkatan dan penetapan Dewan Komisaris dan Direksi diputuskan dalam RUPS.

POLICY AND PROCESS FOR THE NOMINATION OF MEMBERS OF THE BOARD OF COMMISSIONERS AND/OR THE BOARD OF DIRECTORS

As a State-Owned Enterprise (SOE), the procedures for the nomination and appointment of the Board of Commissioners and the Board of Directors of PGN are subject to the Regulation of the Minister of State-Owned Enterprises Number PER-3/MBU/03/2023 dated March 20, 2023 on the Organs and Human Resources of State-Owned Enterprises.

The process for proposing candidates, conducting talent screening and fit and proper tests for members of the Board of Directors, as well as the proposal for appointment, is determined by the BUMN Talent Committee through a Decree of the Secretary of the Ministry of State-Owned Enterprises. Subsequently, the appointment and formal determination of the Board of Commissioners and the Board of Directors are resolved at the GMS.



Prosedur Nominasi Dewan Komisaris

Proses pengangkatan calon anggota Dewan Komisaris dilaksanakan dengan berpedoman kepada peraturan perundang-undangan yang mengatur tata cara pengangkatan anggota Dewan Komisaris BUMN khususnya:

1. Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-2/MBU/03/2023 tanggal 03 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.
2. Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-3/MBU/03/2023 tanggal 20 Maret 2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.
3. Anggaran Dasar PGN yang mengatur pengangkatan anggota Dewan Komisaris.

Anggota Dewan Komisaris diangkat oleh RUPS yang dihadiri dan disetujui oleh Pemegang Saham Seri A Dwiwarna, dan keputusan rapat tersebut harus disetujui oleh Pemegang Saham Seri A Dwiwarna dengan memperhatikan ketentuan dalam Anggaran Dasar.

Keputusan RUPS mengenai pengangkatan anggota Dewan Komisaris juga ditetapkan saat mulai berlakunya pengangkatan dan pemberhentian tersebut. Dalam hal RUPS tidak menetapkan maka pengangkatannya sebagai anggota Dewan Komisaris mulai berlaku sejak penutupan RUPS.

Anggota Dewan Komisaris diangkat untuk jangka waktu terhitung sejak tanggal yang ditetapkan oleh RUPS yang mengangkatnya dan berakhir pada penutupan RUPS Tahunan yang kelima setelah tanggal pengangkatannya, dengan syarat tidak boleh melebihi jangka waktu lima tahun, dengan memperhatikan peraturan perundang-undangan yang berlaku di bidang pasar modal, namun dengan tidak mengurangi hak dari RUPS untuk sewaktu-waktu dapat memberhentikan Anggota Dewan Komisaris sebelum masa jabatannya berakhir.

Setelah masa jabatannya berakhir, Anggota Dewan Komisaris dapat diangkat kembali oleh RUPS untuk satu kali masa jabatan.

Nomination Procedure for the Board of Commissioners

The appointment process for candidates for members of the Board of Commissioners is carried out in accordance with the prevailing laws and regulations governing the procedures for the appointment of members of the Board of Commissioners of SSOEs, in particular:

1. Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 dated March 3, 2023 on Guidelines on Governance and Significant Corporate Activities of State-Owned Enterprises.
2. Regulation of the Minister of State-Owned Enterprises Number PER-3/MBU/03/2023 dated March 20, 2023 on the Organs and Human Resources of State-Owned Enterprises.
3. The Articles of Association of PGN governing the appointment of members of the Board of Commissioners.

Members of the Board of Commissioners are appointed by the GMS, which must be attended and approved by the holder of the Series A Dwiwarna Share, and the resolution of such meeting must obtain approval from the holder of the Series A Dwiwarna Share in accordance with the provisions of the Articles of Association.

The GMS resolution concerning the appointment of members of the Board of Commissioners shall also stipulate the effective date of such appointment and dismissal. In the event that the GMS does not stipulate the effective date, the appointment as a member of the Board of Commissioners shall become effective as of the closing of the GMS.

Members of the Board of Commissioners are appointed for a term commencing from the date stipulated by GMS that appoints them and ending at the closing of the fifth Annual GMS following the date of their appointment, provided that such term shall not exceed five years, with due regard to the prevailing laws and regulations in the capital market sector, without prejudice to the right of the GMS to dismiss a Member of the Board of Commissioners at any time prior to the expiration of his or her term of office.

Upon the expiry of their term of office, a Member of the Board of Commissioners may be reappointed by the GMS for one additional term.

Prosedur Nominasi Direksi

Proses pengangkatan calon anggota Direksi dilaksanakan dengan berpedoman kepada peraturan perundang-undangan yang mengatur tata cara pengangkatan anggota Dewan Komisaris BUMN khususnya:

1. Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-2/MBU/03/2023 tanggal 03 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.
2. Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-3/MBU/03/2023 tanggal 20 Maret 2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.
3. Anggaran Dasar PGN yang mengatur pengangkatan anggota Direksi.

Anggota Direksi diangkat oleh RUPS yang dihadiri dan disetujui oleh Pemegang Saham Seri A Dwiwarna, dan keputusan rapat tersebut harus disetujui oleh Pemegang Saham Seri A Dwiwarna dengan memperhatikan ketentuan dalam Anggaran Dasar.

Keputusan RUPS mengenai pengangkatan anggota Direksi juga ditetapkan saat mulai berlakunya pengangkatan dan pemberhentian tersebut. Dalam hal RUPS tidak menetapkan maka pengangkatannya sebagai anggota Direksi mulai berlaku sejak penutupan RUPS.

Anggota Direksi diangkat untuk jangka waktu terhitung sejak tanggal yang ditetapkan oleh RUPS yang mengangkatnya dan berakhir pada penutupan rapat umum pemegang saham tahunan yang kelima setelah tanggal pengangkatannya, dengan syarat tidak boleh melebihi jangka waktu lima tahun, dengan memperhatikan peraturan perundang-undangan yang berlaku di bidang pasar modal, namun dengan tidak mengurangi hak dari RUPS untuk sewaktu-waktu dapat memberhentikan Anggota Direksi sebelum masa jabatannya berakhir.

Setelah masa jabatannya berakhir, Anggota Direksi dapat diangkat kembali oleh RUPS untuk satu kali masa jabatan.

Kebijakan Suksesi/Nominasi Direksi dan Dewan Komisaris

Sesuai Anggaran Dasar, anggota Direksi dan Dewan Komisaris Perseroan diangkat dan diberhentikan oleh RUPS, di mana RUPS tersebut harus dihadiri dan keputusannya disetujui

Procedure for the Directors Nomination

The appointment process for candidates for members of the Board of Directors is carried out in accordance with the prevailing laws and regulations governing the procedures for the appointment of members of the Board of Commissioners of SOEs, in particular:

1. Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 dated March 3, 2023 on Guidelines on Governance and Significant Corporate Activities of State-Owned Enterprises.
2. Regulation of the Minister of State-Owned Enterprises Number PER-3/MBU/03/2023 dated March 20, 2023 on the Organs and Human Resources of State-Owned Enterprises.
3. The Articles of Association of PGN governing the appointment of members of the Board of Directors.

Members of the Board of Directors are appointed by the GMS, which must be attended and approved by the holder of the Series A Dwiwarna Share, and the resolution of such meeting must obtain approval from the holder of the Series A Dwiwarna Share in accordance with the provisions of the Articles of Association.

The GMS resolution concerning the appointment of members of the Board of Directors shall also stipulate the effective date of such appointment and dismissal. In the event that the GMS does not stipulate the effective date, the appointment as a member of the Board of Directors shall become effective as of the closing of the GMS.

Members of the Directors are appointed for a term commencing from the date stipulated by the GMS that appoints them and ending at the closing of the fifth Annual General Meeting of Shareholders following the date of their appointment, provided that such term shall not exceed five years, with due regard to the prevailing laws and regulations in the capital market sector, without prejudice to the right of the GMS to dismiss a Member of the Directors at any time prior to the expiration of his or her term of office.

Upon the expiry of their term of office, a Member of the Directors may be reappointed by the GMS for one additional term.

Succession/Nomination Policy of the Board of Directors and the Board of Commissioners

Pursuant to the Articles of Association, members of the Directors and the Board of Commissioners of the Company are appointed and dismissed by the GMS, which must be

oleh pemegang saham Seri A Dwiwarna. Pengangkatan anggota Direksi Perseroan oleh RUPS diambil dari calon yang diajukan oleh pemegang saham Seri A Dwiwarna.

attended and whose resolutions must be approved by the holder of the Series A Dwiwarna Share. The appointment of members of the Board of Directors by the GMS is made from candidates proposed by the holder of the Series A Dwiwarna Share.

PGN menerapkan kebijakan suksesi/nominasi Direksi mengacu kepada Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Salah satu tugas dari Komite Remunerasi dan Nominasi yang tercantum pada Pasal 140, adalah melakukan evaluasi atas usulan KPI individu anggota Direksi BUMN serta menyiapkan usulan sistem evaluasi kinerja individu bagi anggota Direksi dan/atau anggota Dewan Komisaris/Dewan Pengawas BUMN, yang akan menjadi bagian dari Kebijakan GCG serta menjadi pedoman bagi Dewan Komisaris dan RUPS dalam menetapkan remunerasi dan nominasi anggota Dewan Komisaris dan/atau Direksi.

PGN implements the succession/nomination policy for the Board of Directors with reference to Regulation of the Minister of SOEs Number PER-3/MBU/03/2023 on the Organs and Human Resources of State-Owned Enterprises. One of the duties of the Remuneration and Nomination Committee, as stipulated in Article 140, is to evaluate proposals for the individual KPIs of members of the Board of Directors of BUMN and to prepare proposals for an individual performance evaluation system for members of the Board of Directors and/or members of the Board of Commissioners/ Supervisory Board of SOEs, which shall form part of the GCG Policy and serve as a guideline for the Board of Commissioners and the GMS in determining the remuneration and nomination of members of the Board of Commissioners and/or the Directors.

RUPS dapat memberhentikan anggota Direksi dan Dewan Komisaris yang tidak lagi memenuhi persyaratan, antara lain jika yang bersangkutan melakukan tindakan yang merugikan Perseroan atau sebab lainnya sesuai penilaian RUPS. Keputusan pemberhentian diambil setelah yang bersangkutan diberi kesempatan membela diri, kecuali yang bersangkutan tidak berkeberatan atas pemberhentian tersebut.

The GMS may dismiss members of the Board of Directors and Board of Commissioners who no longer meet the requirements, including if they commit actions detrimental to the Company or other grounds as deemed by the GMS. The decision to dismiss is made after the individual has been given the opportunity to defend themselves, unless they have no objection to the dismissal.

Anggota Direksi dan Dewan Komisaris berhak mengundurkan diri dari jabatannya dengan memberitahukan secara tertulis kepada Perseroan, Dewan Komisaris dan anggota Direksi lainnya, yang akan ditindaklanjuti dengan penyelenggaraan RUPS dalam jangka waktu 60 hari setelah diterimanya surat pengunduran diri. Anggota Direksi yang mengundurkan diri tetap dimintakan pertanggungjawabannya sejak pengangkatan sampai dengan disetujuinya pengunduran diri tersebut.

Members of the Board of Directors and Board of Commissioners have the right to resign from their positions by providing written notification to the Company, the Board of Commissioners, and other members of the Board of Directors. This will be followed up by convening a GMS within 60 days upon the receipt of the resignation letter. Resigning members of the Board of Directors will remain accountable for their actions from the time of their appointment until the resignation is approved.

Pada tahun 2025, kebijakan nominasi dijalankan kepada anggota Direksi/Dewan Komisaris melalui penilaian Dewan Komisaris yang kemudian disampaikan kepada Holding Pertamina.

In 2025, the nomination policy for members of the Board of Directors and Board of Commissioners was carried out through an assessment by the Board of Commissioners, which was then submitted to Pertamina Holding.

PROSEDUR DAN PELAKSANAAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Prosedur dan Dasar Penetapan Remunerasi Dewan Komisaris

Penetapan remunerasi bagi Dewan Komisaris dan Direksi pada tahun 2025 merujuk kepada Peraturan Menteri BUMN Nomor PER-03/MBU/03/2023 tanggal 20 Maret 2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara pada BAB VII tentang Penghasilan Anggota Direksi dan Dewan Komisaris/Dewan Pengawas BUMN.

PROCEDURE AND IMPLEMENTATION OF REMUNERATION FOR THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

Procedure and Basis for Determining the Remuneration of the Board of Commissioners

The determination of remuneration for the Board of Commissioners and the Directors in 2025 refers to the Regulation of the Minister of SOEs Number PER-03/MBU/03/2023 dated March 20, 2023 on the Organs and Human Resources of State-Owned Enterprises, specifically Chapter VII regarding the Income of Members of the Board of Directors and the Board of Commissioners/Supervisory Board of SOEs.

PROSEDUR PENETAPAN REMUNERASI DEWAN KOMISARIS
Procedure for Determining the Remuneration of the Board of Commissioners

1

Komite Nominasi, Remunerasi dan GCG melakukan kajian remunerasi bagi Dewan Komisaris

The Nomination, Remuneration and GCG Committee conducts a review of the remuneration for the Board of Commissioners.

2

Komite Nominasi, Remunerasi dan GCG menyusun rekomendasi remunerasi bagi Dewan Komisaris

The Nomination, Remuneration and GCG Committee prepares remuneration recommendations for the Board of Commissioners.

3

Komite Nominasi, Remunerasi dan GCG menyampaikan kepada Dewan Komisaris usulan remunerasi bagi Dewan Komisaris

The Nomination, Remuneration and GCG Committee submits the proposed remuneration for the Board of Commissioners to the Board of Commissioners.

4

Dewan Komisaris melakukan pembahasan atas usulan Komite Nominasi, Remunerasi dan GCG

The Board of Commissioners discusses the proposal submitted by the Nomination, Remuneration and GCG Committee.

5*

Dewan Komisaris mengusulkan remunerasi bagi Dewan Komisaris kepada Menteri BUMN selaku Pemegang Saham Seri A Dwiwarna

The Board of Commissioners proposes the remuneration of the Board of Commissioners to the Minister of State-Owned Enterprises as the holder of the Series A Dwiwarna Share.

6*

Menteri BUMN selaku Pemegang Saham Seri A Dwiwarna mengevaluasi dan memberikan persetujuan tertulis atas remunerasi bagi Dewan Komisaris

The Minister of State-Owned Enterprises, as the holder of the Series A Dwiwarna Share, evaluates and provides written approval of the remuneration for the Board of Commissioners.

7

Persetujuan RUPS

Approval by the GMS.

*) Berdasarkan RUPST tanggal 28 Mei 2025
Based on the AGMS held on May 28, 2025

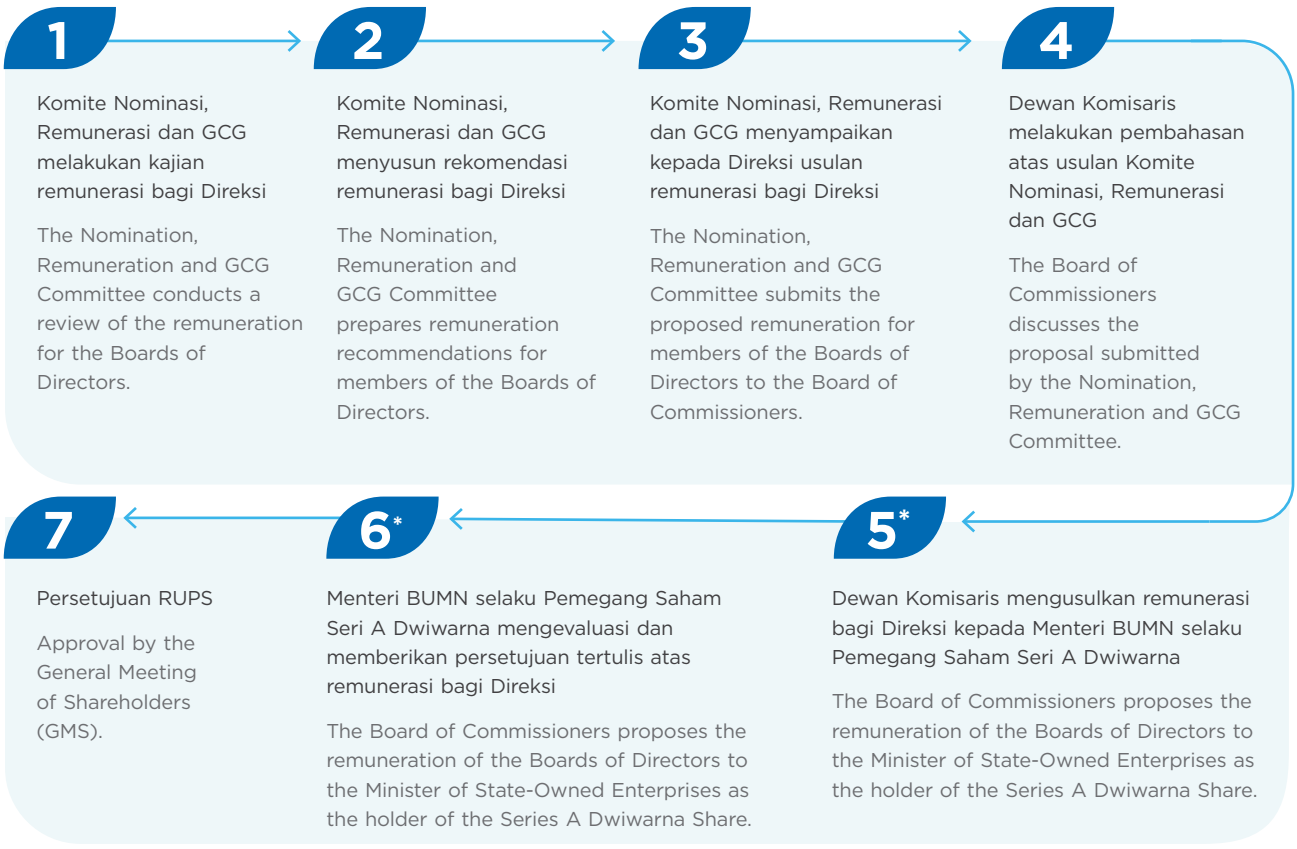
Tantiem merupakan insentif yang diberikan dengan mempertimbangkan beberapa hal utama di antaranya: kinerja Perseroan, pencapaian KPI tahunan Perseroan, dan Tingkat Kesehatan Perseroan.

Tantiem is an incentive given by considering several key things, including: Company Performance, Company Annual KPI Achievement, and Company Soundness Level.

Dalam RUPS Tahunan Tahun Buku 2024 yang dilaksanakan pada 28 Mei 2025, PT Pertamina (Persero) selaku Pemegang Saham Seri B Terbanyak Perseroan diberi wewenang dan kuasa dengan terlebih dahulu berkonsultasi kepada Pemegang Saham Seri A Dwiwarna guna menetapkan besaran Tantiem/Insentif Kinerja/Insentif Khusus atas kinerja Tahun Buku 2024, gaji, tunjangan, dan fasilitas untuk Tahun Buku 2025 bagi anggota Dewan Komisaris.

At the Annual GMS for Financial Year 2024 held on May 28, 2025, PT Pertamina (Persero), as the Company's Majority Holder of Series B Shares, was granted authority and power, subject to prior consultation with the holder of the Series A Dwiwarna Share, to determine the amount of Tantiem/ Performance, Incentives/Special Incentives for Financial Year 2024 performance, as well as the salaries, allowances, and facilities for Financial Year 2025 for members of the Board of Commissioners.

PROSEDUR PENETAPAN REMUNERASI DIREKSI
Procedure for Determining the Remuneration of the Board of DIrectors



*) Berdasarkan RUPST tanggal 28 Mei 2025
Based on the AGMS held on May 28, 2025

Tantiem merupakan insentif yang diberikan dengan mempertimbangkan beberapa hal utama di antaranya: Kinerja Perseroan, Pencapaian KPI Tahunan Perseroan, dan Tingkat Kesehatan Perseroan.

Tantiem is an incentive given by considering several key things, including: Company Performance, Company Annual KPI Achievement, and Company Soundness Level.

RUPS Tahunan Tahun Buku 2024 yang dilaksanakan pada 28 Mei 2025 memberikan wewenang dan kuasa kepada Dewan Komisaris dengan terlebih dahulu mendapatkan persetujuan tertulis dari PT Pertamina (Persero) selaku Pemegang Saham Seri B Terbanyak Perseroan setelah berkonsultasi kepada Pemegang Saham Seri A Dwiwarna guna menetapkan besaran Tantiem/Insentif Kinerja/Insentif Khusus atas kinerja Tahun Buku 2023, gaji, tunjangan, dan fasilitas untuk Tahun Buku 2024 bagi anggota Direksi. Penetapan tersebut berdasarkan Akta Pernyataan Keputusan RUPS Nomor 57 Tanggal 28 Mei 2025.

The Annual GMS for Financial Year 2024, held on May 28, 2025, granted authority and power to the Board of Commissioners, subject to prior written approval from PT Pertamina (Persero) as the Company's Majority Holder of Series B Shares after consultation with the holder of the Series A Dwiwarna Share, to determine the amount of Tantiem/Performance Incentives/Special Incentives for Financial Year 2023 performance, as well as the salaries, allowances, and facilities for Financial Year 2024 for members of the Board of Directors. Such determination was stipulated in the Deed of Statement of GMS Resolutions Number 57 dated May 28, 2025.

Struktur Remunerasi Dewan Komisaris dan Direksi

Remuneration Structure of the Board of Commissioners and Board of Directors

STRUKTUR REMUNERASI DEWAN KOMISARIS
Remuneration Structure of the Board of Commissioners

Komponen Component	**Ketetapan** Decision	
	Komisaris Utama President Commissioner	**Komisaris** Commissioner
Honorarium Honorarium	45% dari gaji Direktur Utama 45% of President Director's salary	90% dari honorarium Komisaris Utama 90% of President Commissioner's honorarium
Tunjangan Allowances		
Tunjangan Hari Raya Keagamaan Religious Holiday Allowance	1 x Honorarium 1 x Honorarium	
Asuransi Purna Jabatan Post Employment Insurance	Premi yang ditanggung oleh Perusahaan paling banyak 25% dari honorarium dalam satu tahun Maximum premium borne by the Company is 25% of one year honorarium	
Tunjangan Transportasi Transportation Allowance	20% dari honorarium masing-masing anggota Dewan Komisaris per bulan 20% of honorarium of each member of the Board of Commissioners per month	
Fasilitas Facilities		
Fasilitas Kesehatan Health Facilities	Dalam bentuk *inkind* atau penggantian biaya pengobatan (*at cost*) In the form of in-kind or compensation for medical costs (at cost)	
Fasilitas Bantuan Hukum Legal Aid Facilities	Sebesar pemakaian at cost	
Tantiem Tantiem	45% dari tantiem Direktur Utama 45% of President Director's tantiem	90% dari tantiem Komisaris Utama 90% of President Commissioner's tantiem

STRUKTUR REMUNERASI DIREKSI
Remuneration Structure of the Board of Directors

Komponen Component	Ketetapan Decision	
	Direktur Utama President Director	Direktur Lainnya Other Directors
Gaji Salary	100%	85% dari gaji Direktur Utama 85% of President Director's salary
Tunjangan Allowances		
Tunjangan Hari Raya Keagamaan Religious Holiday Allowance	1x gaji 1x gaji	
Asuransi Purna Jabatan Post Employment Insurance	Premi yang ditanggung oleh Perusahaan paling banyak 25% dari honorarium dalam satu tahun Maximum premium borne by the Company is 25% of one year honorarium	
Tunjangan Perumahan Housing Allowances	Sesuai Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 Tahun 2023 tentang Organ dan Sumber Daya Manusia BUMN In accordance with the Regulation of the Minister of SOEs Number PER-3/MBU/03/2023 Year 2023 on Organs and Human Resources of SOEs	
Fasilitas Facilities		
Kendaraan Vehicle	Satu unit beserta biaya pemeliharaan dan biaya operasional, dengan memperhatikan kondisi keuangan Perusahaan One) unit along with maintenance costs and operational costs, taking into account the Company's financial condition	
Kesehatan Health Facilities	Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan (*at cost*) In the form of health insurance or reimbursement of medical costs (at cost)	
Bantuan Hukum Legal Assistance	Sebesar pemakaian at cost	
Tantiem Tantiem	100%	85% dari Tantiem Direktur Utama 85% of President Director's Tantiem

Besaran Remunerasi Anggota Dewan Komisaris dan Direksi

Berikut merupakan informasi mengenai jumlah remunerasi yang diterima oleh Direksi dan Dewan Komisaris selama tahun buku 2025.

Remuneration of Members of the Board of Commissioners and the Board of Directors

The following information sets out the total remuneration received by the Directors and the Board of Commissioners during the 2025 fiscal year.

Jumlah Remunerasi dan Fasilitas Lain Amount of Remuneration and Other Facilities	Jumlah Diterima Amount Received			
	Dewan Komisaris Board of Commissioners		Direksi Board of Directors	
	Jumlah Orang Number of People	Jumlah dalam juta Rp Amount in million Rp	Jumlah Orang Number of People	Jumlah dalam juta Rp Amount in million Rp
Remunerasi **Remuneration**				
Gaji Salary	7	10.430	8	22.087
Tunjangan Perumahan Housing Allowance	-	-	8	2.174
Tantiem Tantiem	6	40.918	6	49.331
Tunjangan Transportasi Transportation Allowance	7	2.086	-	-
Fasilitas Lain dalam Bentuk Natura **Facility in the Form of Benefit in Kind**				

Jumlah Remunerasi dan Fasilitas Lain Amount of Remuneration and Other Facilities	Jumlah Diterima Amount Received			
	Dewan Komisaris Board of Commissioners		Direksi Board of Directors	
	Jumlah Orang Number of People	Jumlah dalam juta Rp Amount in million Rp	Jumlah Orang Number of People	Jumlah dalam juta Rp Amount in million Rp
Perumahan (tidak dapat dimiliki) Housing (unable to be owned)	-	-	-	-
Transportasi (tidak dapat dimiliki) Transportation (unable to be owned)	-	-	7	4.724
Asuransi Penuh (dapat dimiliki) Full Insurance (can be owned)	7	2.608	8	5.516
Kesehatan (tidak dapat dimiliki) Health (unable to be owned)	7	400	7	1.672
Jumlah Remunerasi Per Orang dalam 1 Tahun **Amount of Remuneration Per Person in 1 Year**				
Di atas Rp2 miliar Above Rp 2 billion	6	52.339	8	73.593
Di atas Rp1 miliar s.d. Rp2 miliar Above Rp1 billion up to Rp2 billion	1	1.096	-	-
Di atas Rp500 juta s.d. Rp1 miliar Above Rp500 million up to Rp1 billion	-	-	-	-
Rp500 juta kebawah Below Rp500 million	-	-	-	-

Indikator Penetapan Remunerasi Dewan Komisaris dan Direksi

Dalam merumuskan remunerasi Dewan Komisaris dan Direksi, Komite Nominasi, Remunerasi dan GCG melakukan kajian terkait kesesuaian jenis dan tingkat remunerasi berdasarkan pencapaian kinerja, analisis perbandingan dengan jenis dan tingkat remunerasi perusahaan sejenis, serta aturan terkait remunerasi yang berlaku bagi BUMN.

Pemberian *Short-Term Incentive* (STI) bagi Direksi secara langsung dikaitkan dengan kinerja Perseroan, pencapaian KPI tahunan Perseroan, dan Tingkat Kesehatan Perseroan. Struktur STI sepenuhnya berbasis kinerja dan diturunkan dari kerangka KPI yang komprehensif yang terdiri dari KPI Kolektif dan KPI Individual, yang secara formal disetujui dan ditandatangani oleh Direksi, Dewan Komisaris, dan Kementerian BUMN.

Indicators for Determining the Remuneration of the Board of Commissioners and the Board of Directors

In formulating the remuneration of the Board of Commissioners and the Board of Directors, the Nomination, Remuneration, and GCG Committee conducts an assessment of the appropriateness of the type and level of remuneration based on performance achievements, benchmarking analysis against the type and level of remuneration of comparable companies, as well as applicable regulations governing remuneration for SOEs.

The provision of Short-Term Incentive (STI) for the Board of Directors is directly linked to Company performance, Company annual KPI achievement, and Company Soundness Level. The STI structure is entirely performance-based and derived from a comprehensive KPI framework comprising Collective KPI and Individual KPI, which is formally approved and signed by the Board of Directors, Board of Commissioners, and the SOE Ministry.

Pengembalian Tantiem dan Insentif Kinerja (*Clawback*) dan Tantiem yang Ditangguhkan (*Malus*)

Clawback merupakan penarikan kembali Tantiem dan Insentif Kinerja tunai yang sudah dibayarkan. BUMN dapat menunda pembayaran sebagian atau seluruh Tantiem dan Insentif Kinerja yang ditangguhkan (*malus*) atau menarik kembali Tantiem dan Insentif Kinerja tunai yang sudah dibayarkan (*clawback*) kepada Direksi dan Dewan Komisaris/Dewan Pengawas BUMN dalam kondisi tertentu yang ditetapkan oleh Menteri.

Persetujuan penarikan kembali Tantiem dan Insentif Kinerja tunai yang sudah dibayarkan (*clawback*) dituangkan dalam suatu perjanjian antara Menteri atau pihak yang diberikan kuasa oleh Menteri dengan anggota Direksi atau Dewan Komisaris/ Dewan Pengawas BUMN.

Kebijakan *clawback* diatur berdasarkan ketentuan sebagaimana tersebut di bawah ini:

1. Peraturan Menteri Badan Usaha Milik Negara (selanjutnya disebut "BUMN") Nomor: PER3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara ("Permen 3/2023").
2. Surat Direktur Utama PT Pertamina (Persero) Nomor R-053/ C00000/2024-S8 tanggal 27 September 2024 perihal Penetapan Penghargaan atas Kinerja Tahunan Tahun Buku 2023 dan Remunerasi 2024 Anggota Direksi dan Dewan Komisaris PT Perusahaan Gas Negara Tbk Tahun 2023 ("Surat Dirut Pertamina").

Clawback of Tantiem and Performance Incentives and Deferred Tantiem (Malus)

Clawback refers to the recovery of Tantiem and cash Performance Incentives that have already been paid. SOEs may defer the payment of part or all of the Tantiem and Performance Incentives (malus) or reclaim Tantiem and cash Performance Incentives that have already been paid (clawback) to members of the Board of Directors and the Board of Commissioners/Board of Supervisors of SOEs under certain conditions as stipulated by the Minister.

Approval for the recovery of Tantiem and cash Performance Incentives that have already been paid (clawback) shall be set forth in an agreement between the Minister or a party authorized by the Minister and the respective member of the Board of Directors or Board of Commissioners/Board of Supervisors of the SOEs.

The clawback policy is regulated in accordance with the following provisions:

1. Regulation of the Minister of State-Owned Enterprises (hereinafter referred to as "SOEs") Number PER3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises ("Permen 3/2023"); and
2. Letter of the President Director of PT Pertamina (Persero) Number R-053/C00000/2024-S8 dated September 27, 2024 concerning the Determination of Annual Performance Awards for Fiscal Year 2023 and 2024 Remuneration for Members of the Board of Directors and Board of Commissioners of PT Perusahaan Gas Negara Tbk for 2023 ("Pertamina President Director Letter").

PROGRAM PELATIHAN DALAM RANGKA MENINGKATKAN KOMPETENSI DEWAN KOMISARIS DAN DIREKSI

TRAINING PROGRAMS TO ENHANCE THE COMPETENCE OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

KEBIJAKAN PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI DEWAN KOMISARIS DAN DIREKSI

Untuk mendukung pelaksanaan tugas dan fungsi Dewan Komisaris dan Direksi terkait dengan tugas pengawasan dan pengelolaan Perseroan, Dewan Komisaris dan Direksi dapat mengajukan usulan program pengembangan kompetensi untuk mengikuti *Forum Group Discussion*, seminar, sertifikasi dan workshop sesuai dengan kebutuhan, untuk mendukung pelaksanaan tugas dan fungsi Dewan Komisaris dan Direksi terkait dengan tugas pengawasan dan pengelolaan Perseroan. Ketentuan terkait program peningkatan kapabilitas serta kompetensi bagi Dewan Komisaris dan Direksi adalah sebagai berikut:

1. Program peningkatan kompetensi dilaksanakan dalam rangka meningkatkan efektivitas kerja Dewan Komisaris dan Direksi;
2. Rencana untuk melaksanakan program peningkatan kompetensi harus dimasukkan dalam Rencana Kerja dan Anggaran Perusahaan;
3. Setiap Komisaris dan Direktur yang mengikuti program peningkatan kompetensi seperti seminar dan/atau pelatihan diminta untuk mempresentasikan kepada anggota Direksi atau Komisaris lainnya dalam rangka berbagi informasi dan pengetahuan (*sharing knowledge*); dan
4. Anggota Dewan Komisaris atau Direksi yang bersangkutan harus membuat laporan tentang pelaksanaan Program Peningkatan Kompetensi dan disampaikan ke Dewan Komisaris atau Direksi.

TRAINING AND/OR COMPETENCY DEVELOPMENT POLICY FOR THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

To support the performance of their duties, the Board of Commissioners and the Board of Directors may propose competency development programs, including participation in Focus Group Discussions, seminars, certification programs, and workshops, in accordance with their respective needs. The provisions concerning capability and competency enhancement programs for the Board of Commissioners and the Board of Directors are as follows:

1. Competency development programs are implemented to enhance the effectiveness of the Board of Commissioners and the Board of Directors in carrying out their duties;
2. Plans to undertake competency development programs must be incorporated into the Company's Work Plan and Budget;
3. Each Commissioner and Director who participates in competency development programs, such as seminars and/or training, is required to present the materials to other members of the Board of Directors or Board of Commissioners for the purpose of knowledge sharing; and
4. The respective member of the Board of Commissioners or Board of Directors must prepare a report on the implementation of the Competency Development Program and submit it to the Board of Commissioners or the Board of Directors.

PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI DEWAN KOMISARIS DAN DIREKSI TAHUN 2025

Sepanjang tahun 2025, Dewan Komisaris dan Direksi telah mengikuti program pelatihan, seminar, dan *workshop* sebagai berikut:

TRAINING AND/OR COMPETENCY DEVELOPMENT OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS IN 2025

Throughout 2025, the Board of Commissioners and the Board of Directors participated in the following training programs, seminars, and workshops:

PELATIHAN DEWAN KOMISARIS
Training of the Board of Commissioners

Periode 1 Januari - 27 Agustus 2025 | Period January 1 - August 27, 2025

Nama Name	Jabatan Position	Tanggal Pelaksanaan Implementing Date	Lokasi Location	Keterangan Description
Amien Sunaryadi	Komisaris Utama dan Komisaris Independen President Commissioner and Independent Commissioner	13-14 Februari 2025 February 13-14, 2025	Batam	Energizing Motivation Session Energizing Motivation Session
		19-21 Agustus 2025 August 19-21, 2025	Yogyakarta	Implementing GRC Implementing GRC
Warih Sadono	Komisaris Commissioner	13-14 Februari 2025 February 13-14, 2025	Batam	Energizing Motivation Session Energizing Motivation Session
		1 Agustus 2025 August 1, 2025	Jakarta	Energy Leaders's Day Energy Leaders's Day
		5-6 Agustus 2025 August 5-6, 2025	Jakarta	Pelatihan Tingkat Lanjut Arbitrase Pelatihan Tingkat Lanjut Arbitrase
Christian H. Siboro	Komisaris Independen Independent Commissioner	1-3 Juli 2025 July 1-3, 2025	Semarang	Sustainable Energy Resilience: Indonesia's Path to Self Sufficiency Sustainable Energy Resilience Indonesia's Path to Self Sufficiency
		8 dan 11 Agustus 2025 August 8-11, 2025	Jakarta	Pelatihan Manajemen Risiko dan Sertifikasi CRP Risk Management Training and CRP Certification
		13-14 Agustus 2025 August 13-14, 2025	Jakarta	Master Class Corporate Governance Master Class on Corporate Governance
Dini Shanti Purwono	Komisaris Independen Independent Commissioner	24 Juni 2025 June 24, 2025	Jakarta	Seminar From Emissions to transactions: Legal Insight into Indonesia's Carbon Exchange Seminar "From Emissions to Transactions: Legal Insight into Indonesia's Carbon Exchange"
		1 Agustus 2025 August 1, 2025	Jakarta	Pertamina Energy Day Pertamina Energy Day
		19 Agustus 2025 August 19, 2025	Jakarta	Risk & Governance Summit 2025: Empowering The GRC Ecosystem to Drive Economic Growth and National Resilience oleh OJK Risk & Governance Summit 2025: Empowering the GRC Ecosystem to Drive Economic Growth and National Resilience (organized by OJK)
Abdullah Aufa Fuad	Komisaris Independen Independent Commissioner	13-14 Februari 2025 February 13-14, 2025	Batam	Energizing Motivation Session Energizing Motivation Session
Tony Setia Boedi Hoesodo	Komisaris Independen Independent Commissioner	24 Juni 2025 June 24, 2025	Jakarta	*Workshop* M&A oleh Komite PMR Pertamina Holding Workshop M&A oleh Komite PMR Pertamina Holding
		30 Juni 2025 June 30, 2025	Jakarta	Risk Manajemen Forum oleh Pertamina Holding Risk Manajemen Forum oleh Pertamina Holding
		1 Agustus 2025 August 1, 2025	Jakarta	Energy Leaders's Day Energy Leaders's Day
		5-6 Agustus 2025 August 5-6, 2025	Jakarta	Pelatihan Tingkat Lanjut Arbitrase Advanced Arbitration Training
		19-21 Agustus 2025 August 19-21, 2025	Yogyakarta	Implementing GRC Implementing GRC

Periode 27 Agustus - 31 Desember 2025 | Period August 27 - December 31 2025

Nama Name	Jabatan Position	Tanggal Pelaksanaan Implementing Date	Lokasi Location	Keterangan Description
Tony Setia Boedi Hoesodo	Komisaris Utama merangkap Komisaris Independen President Commissioner concurrently serving as Independent Commissioner	27 Oktober 2025 October 27, 2025	Jakarta	*Talkshow* Implikasi Revisi UU BUMN terhadap Perlindungan Direksi dan Pekerja Pertamina Group Talkshow on the Implications of the Revision of the BUMN Law on the Protection of Directors and Employees of Pertamina Group
		3 November 2025 November 3, 2025	Jakarta	Pelatihan Strategi Pengembangan Bisnis Gas & LNG Domestik Domestic Gas & LNG Business Development Strategy Training
		28 - 30 November 2025 November 28-30, 2025	Magelang	Retreat Terintegrasi Direksi dan Dewan Komisaris Pertamina Group 2025 - Akademi Militer Magelang & PT Pertamina (Persero) Integrated Retreat for the Board of Directors and Board of Commissioners of Pertamina Group 2025 - Akademi Militer Magelang & PT Pertamina (Persero)
Thanon Aria Dewangga	Komisaris Commissioner	17 Oktober 2025 October 17, 2025	Jakarta	Pelatihan Manajemen Risiko dan Sertifikasi CRP Risk Management Training and CRP Certification
		27 Oktober 2025 October 27, 2025	Jakarta	*Talkshow* Implikasi Revisi UU BUMN terhadap Perlindungan Direksi dan Pekerja Pertamina Group Talkshow on the Implications of the Revision of the BUMN Law on the Protection of Directors and Employees of Pertamina Group
		3 November 2025 November 3, 2025	Jakarta	Pelatihan Strategi Pengembangan Bisnis Gas & LNG Domestik Domestic Gas & LNG Business Development Strategy Training
		28 - 30 November 2025 November 28-30, 2025	Magelang	Retreat Terintegrasi Direksi dan Dewan Komisaris Pertamina Group 2025 - Akademi Militer Magelang & PT Pertamina (Persero) Integrated Retreat for the Board of Directors and Board of Commissioners of Pertamina Group 2025 - Akademi Militer Magelang & PT Pertamina (Persero)
Conny Lolyta Rumondor	Komisaris Independen Independent Commissioner	8-9 Oktober 2025 October 8-9, 2025	Jakarta	Investor Daily Summit 2025 Investor Daily Summit 2025
		17 Oktober 2025 October 17, 2025	Jakarta	Pelatihan Manajemen Risiko dan Sertifikasi CRP Risk Management Training and CRP Certification
		27 Oktober 2025 October 27, 2025	Jakarta	*Talkshow* Implikasi Revisi UU BUMN terhadap Perlindungan Direksi dan Pekerja Pertamina Group Talkshow on the Implications of the Revision of the BUMN Law on the Protection of Directors and Employees of Pertamina Group
		3 November 2025 November 3, 2025	Jakarta	Pelatihan Strategi Pengembangan Bisnis Gas & LNG Domestik Domestic Gas & LNG Business Development Strategy Training
		28 - 30 November 2025 November 28-30, 2025	Magelang	Retreat Terintegrasi Direksi dan Dewan Komisaris Pertamina Group 2025 - Akademi Militer Magelang & PT Pertamina (Persero) Integrated Retreat for the Board of Directors and Board of Commissioners of Pertamina Group 2025 - Akademi Militer Magelang & PT Pertamina (Persero)

Nama Name	Jabatan Position	Tanggal Pelaksanaan Implementing Date	Lokasi Location	Keterangan Description
Widjono Hardjanto	Komisaris Independen Independent Commissioner	17 Oktober 2025 October 17, 2025	Jakarta	Pelatihan Manajemen Risiko dan Sertifikasi CRP Risk Management Training and CRP Certification
		27 Oktober 2025 October 27, 2025	Jakarta	*Talkshow* Implikasi Revisi UU BUMN terhadap Perlindungan Direksi dan Pekerja Pertamina Group Talkshow on the Implications of the Revision of the BUMN Law on the Protection of Directors and Employees of Pertamina Group
		3 November 2025 November 3, 2025	Jakarta	Pelatihan Strategi Pengembangan Bisnis Gas & LNG Domestik Domestic Gas & LNG Business Development Strategy Training
Rambe Kamarul Zaman	Komisaris Commissioner	17 Oktober 2025 October 17, 2025	Jakarta	Pelatihan Manajemen Risiko dan Sertifikasi CRP Talkshow on the Implications of the Revision of the BUMN Law on the Protection of Directors and Employees of Pertamina Group
		27 Oktober 2025 October 27, 2025	Jakarta	*Talkshow* Implikasi Revisi UU BUMN terhadap Perlindungan Direksi dan Pekerja Pertamina Group Talkshow on the Implications of the Revision of the BUMN Law on the Protection of Directors and Employees of Pertamina Group
		3 November 2025 November 3, 2025	Jakarta	Pelatihan Strategi Pengembangan Bisnis Gas & LNG Domestik Domestic Gas and LNG Business Development Strategic Training
		28 - 30 November 2025 November 28-30, 2025	Magelang	*Retreat* Terintegrasi Direksi dan Dewan Komisaris Pertamina Group 2025 - Akademi Militer Magelang & PT Pertamina (Persero) Integrated Retreat for the Board of Directors and Board of Commissioners of Pertamina Group 2025 - Akademi Militer Magelang & PT Pertamina (Persero)
Edward Omar Sharif Hiariej	Komisaris Commissioner	17 Oktober 2025 October 17, 2025	Jakarta	Pelatihan Manajemen Risiko dan Sertifikasi CRP Risk Management Training and CRP Certification
		28 - 30 November 2025 November 28-30, 2025	Magelang	*Retreat* Terintegrasi Direksi dan Dewan Komisaris Pertamina Group 2025 - Akademi Militer Magelang & PT Pertamina (Persero) Integrated Retreat for the Board of Directors and Board of Commissioners of Pertamina Group 2025 - Akademi Militer Magelang & PT Pertamina (Persero)
		3 Desember 2025 December 3, 2025	Jakarta	Risk Governance Master Class Risk Governance Master Class

PELATIHAN DIREKSI
Training of the Board of Directors

Periode 1 Januari - 27 Agustus 2025 | Period Januari 1-August 27, 2025

Nama Name	Jabatan Position	Tanggal Pelaksanaan Implementation Date	Lokasi Location	Keterangan Description
Arief Setiawan Handoko	Direktur Utama President Director	13-14 Februari 2025 February 13-14, 2025	Batam	BOD-BOC Retreat "Accelerating Progress Toward Sustainable Growth" - PGN
Fadjar Harianto Widodo	Direktur Keuangan Finance Director	13-14 Februari 2025 February 13-14, 2025	Batam	BOD-BOC Retreat "Accelerating Progress Toward Sustainable Growth" - PGN
Ratih E. Prihatini	Direktur Komersial Commercial Director	13-14 Februari 2025 February 13-14, 2025	Batam	BOD-BOC Retreat "Accelerating Progress Toward Sustainable Growth" - PGN
Rosa Permata Sari	Direktur Strategi dan Pengembangan Bisnis Strategy and Busniess Development Director	13-14 Februari 2025 February 13-14, 2025	Batam	BOD-BOC Retreat "Accelerating Progress Toward Sustainable Growth" - PGN
Harry Budi Sidharta	Direktur Infrastruktur dan Tekonologi Infrastructure and Technology Director	13-14 Februari 2025 February 13-14, 2025	Batam	BOD-BOC Retreat "Accelerating Progress Toward Sustainable Growth" - PGN
Rachmat Hutama	Direktur SDM dan Penunjang Bisnis Human Resource and Business Support Director	13-14 Februari 2025 February 13-14, 2025	Batam	BOD-BOC Retreat "Accelerating Progress Toward Sustainable Growth" - PGN
Arief Kurnia Risdianto	Direktur Manajemen Risiko Risk Management Director	13-14 Februari 2025 February 13-14, 2025	Batam	BOD-BOC Retreat "Accelerating Progress Toward Sustainable Growth" - PGN

Periode 27 Agustus - 31 Desember 2025 | Period August 27-December 31, 2025

Nama Name	Jabatan Position	Tanggal Pelaksanaan Implementation Date	Lokasi Location	Keterangan Description
Arief Kurnia Risdianto	Direktur Utama President Director	29 Agustus 2025 August 29, 2025	Jakarta	Sosialisasi Peraturan Internal Perusahaan (Anggaran Dasar & *Board Manual*) Tahun 2025 - LCC PGN Dissemination of Internal Company Regulations (Articles of Association & Board Manual) Year 2025 - LCC PGN
		29 Agustus 2025 August 29, 2025	Jakarta	Induksi Human Capital (Proses Orientasi dan Pengenalan, Peran strategi Human Capital, Hak Kewajiban dan Prosedur yang relevan bagi Direksi) - HCM Division PGN Human Capital Induction (Orientation and Introduction Process, Strategic Role of Human Capital, Rights, Obligations, and Relevant Procedures for the Board of Directors) - HCM Division PGN
		29 Agustus 2025 August 29, 2025	Jakarta	Induksi Health, Safety, Security, and Environment (HSSE), (pengenalan terkait kebijakan dan prosedur HSSE yang relevan untuk Direksi) - HSSE Division PGN Health, Safety, Security, and Environment (HSSE) Induction (Introduction to HSSE Policies and Procedures Relevant to the Board of Directors) - HSSE Division PGN

Nama Name	Jabatan Position	Tanggal Pelaksanaan Implementation Date	Lokasi Location	Keterangan Description
		28 - 30 November 2025 November 28-30, 2025	Magelang	Retreat Teritegrasi Direksi dan Dewan Komisaris Pertamina Group 2025 - Akademi Militer Magelang & PT Pertamina (Persero) Integrated Retreat for the Board of Directors and Board of Commissioners of Pertamina Group 2025 - Akademi Militer Magelang & PT Pertamina (Persero)
		04 Desember 2025 December 04, 2025	Jakarta	Executive Media Training 2025 - Corporate Communication Executive Media Training 2025 - Corporate Communication
Catur Dermawan	Direktur Keuangan Finance Director	29 Agustus 2025 August 29, 2025	Jakarta	Sosialisasi Peraturan Internal Perusahaan (Anggaran Dasar & *Board Manual*) Tahun 2025 - LCC PGN Dissemination of Internal Company Regulations (Articles of Association & Board Manual) Year 2025 - LCC PGN
		29 Agustus 2025 August 29, 2025	Jakarta	Induksi Human Capital (Proses Orientasi dan Pengenalan, Peran strategi Human Capital, Hak Kewajiban dan Prosedur yang relevan bagi Direksi) - HCM Division PGN Human Capital Induction (Orientation and Introduction Process, Strategic Role of Human Capital, Rights, Obligations, and Relevant Procedures for the Board of Directors) - HCM Division PGN
		29 Agustus 2025 August 29, 2025	Jakarta	Induksi Health, Safety, Security, and Environment (HSSE), (pengenalan terkait kebijakan dan prosedur HSSE yang relevan untuk Direksi) - HSSE Division PGN Health, Safety, Security, and Environment (HSSE) Induction (Introduction to HSSE Policies and Procedures Relevant to the Board of Directors) - HSSE Division PGN
		08 Oktober 2025 October 09, 2025	Jakarta	Investor Daily Summit 2025: Exploring Energy and Commodities for a Better Indonesia Investor Daily Summit 2025: Exploring Energy and Commodities for a Better Indonesia
		17 Oktober 2025 October 17, 2025	Jakarta	Sertifikasi Certified Enterprise Risk Management ISO 1000:2018 oleh IRBA Certified Enterprise Risk Management ISO 31000:2018 Certification by IRBA
		28 - 30 November 2025 November 28-30, 2025	Magelang	Retreat Teritegrasi Direksi dan Dewan Komisaris Pertamina Group 2025 - Akademi Militer Magelang & PT Pertamina (Persero) Integrated Retreat for the Board of Directors and Board of Commissioners of Pertamina Group 2025 - Akademi Militer Magelang & PT Pertamina (Persero)
Aldiansyah Idham	Direktur Komersial Commercial Director	14 Januari 2025 January 14, 2025	Jakarta	Profesional Engineer Competency - "Insinyur Profesional Utama Executive Professional Engineer" - Fakultas Teknik UGM/Yogyakarta - Tahun 2025 Professional Engineer Competency - "Principal Professional Engineer Executive Professional Engineer" - Faculty of Engineering UGM/ Yogyakarta - 2025
		29 Agustus 2025 August 29, 2025	Jakarta	Sosialisasi Peraturan Internal Perusahaan (Anggaran Dasar & *Board Manual*) Tahun 2025 - LCC PGN Dissemination of Internal Company Regulations (Articles of Association & Board Manual) Year 2025 - LCC PGN

Nama Name	Jabatan Position	Tanggal Pelaksanaan Implementation Date	Lokasi Location	Keterangan Description
		29 Agustus 2025 August 29, 2025	Jakarta	Induksi Human Capital (Proses Orientasi dan Pengenalan, Peran strategi Human Capital, Hak Kewajiban dan Prosedur yang relevan bagi Direksi) - HCM Division PGN Human Capital Induction (Orientation and Introduction Process, Strategic Role of Human Capital, Rights, Obligations, and Relevant Procedures for the Board of Directors) - HCM Division PGN
		29 Agustus 2025 August 29, 2025	Jakarta	Induksi Health, Safety, Security, and Environment (HSSE), (pengenalan terkait kebijakan dan prosedur HSSE yang relevan untuk Direksi) - HSSE Division PGN Health, Safety, Security, and Environment (HSSE) Induction (Introduction to HSSE Policies and Procedures Relevant to the Board of Directors) - HSSE Division PGN
		17 Oktober 2025 October 17, 2025	Jakarta	Sertifikasi Certified Enterprise Risk Management ISO 31000:2018 oleh IRBA Certified Enterprise Risk Management ISO 31000:2018 Certification by IRBA
		28 - 30 November 2025 November 28-30, 2025	Magelang	Retreat Teritegrasi Direksi dan Dewan Komisaris Pertamina Group 2025 - Akademi Militer Magelang & PT Pertamina (Persero) Integrated Retreat for the Board of Directors and Board of Commissioners of Pertamina Group 2025 - Akademi Militer Magelang & PT Pertamina (Persero)
		04 Desember 2025 December 04, 2025	Jakarta	Executive Media Training 2025 - Corporate Communication Executive Media Training 2025 - Corporate Communication
Mirza Mahendra	Direktur Strategi dan Pengembangan Bisnis Strategy and Busniess Development Director	29 Agustus 2025 August 29, 2025	Jakarta	Sosialisasi Peraturan Internal Perusahaan (Anggaran Dasar & *Board Manual*) Tahun 2025 - LCC PGN Dissemination of Internal Company Regulations (Articles of Association & Board Manual) Year 2025 - LCC PGN
		29 Agustus 2025 August 29, 2025	Jakarta	Induksi Human Capital (Proses Orientasi dan Pengenalan, Peran strategi Human Capital, Hak Kewajiban dan Prosedur yang relevan bagi Direksi) - HCM Division PGN Human Capital Induction (Orientation and Introduction Process, Strategic Role of Human Capital, Rights, Obligations, and Relevant Procedures for the Board of Directors) - HCM Division PGN
		29 Agustus 2025 August 29, 2025	Jakarta	Induksi Health, Safety, Security, and Environment (HSSE), (pengenalan terkait kebijakan dan prosedur HSSE yang relevan untuk Direksi) - HSSE Division PGN Health, Safety, Security, and Environment (HSSE) Induction (Introduction to HSSE Policies and Procedures Relevant to the Board of Directors) - HSSE Division PGN
		09 Oktober 2025 October 09, 2025	Jakarta	Investor Daily Summit 2025: Exploring Energy and Commodities for a Better Indonesia Investor Daily Summit 2025: Exploring Energy and Commodities for a Better Indonesia

Nama Name	Jabatan Position	Tanggal Pelaksanaan Implementation Date	Lokasi Location	Keterangan Description
		28 - 30 November 2025 November 28-30, 2025	Magelang	Retreat Teritegrasi Direksi dan Dewan Komisaris Pertamina Group 2025 - Akademi Militer Magelang & PT Pertamina (Persero) Integrated Retreat for the Board of Directors and Board of Commissioners of Pertamina Group 2025 - Akademi Militer Magelang & PT Pertamina (Persero)
		04 Desember 2025 December 04, 2025	Jakarta	Executive Media Training 2025 - Corporate Communication Executive Media Training 2025 - Corporate Communication
Hery Murahmanta	Direktur Infrastruktur dan Tekonologi Infrastructure and Technology Director	29 Agustus 2025 August 29, 2025	Jakarta	Sosialisasi Peraturan Internal Perusahaan (Anggaran Dasar & *Board Manual*) Tahun 2025 - LCC PGN Dissemination of Internal Company Regulations (Articles of Association & Board Manual) Year 2025 - LCC PGN
		29 Agustus 2025 August 29, 2025	Jakarta	Induksi Human Capital (Proses Orientasi dan Pengenalan, Peran strategi Human Capital, Hak Kewajiban dan Prosedur yang relevan bagi Direksi) - HCM Division PGN Human Capital Induction (Orientation and Introduction Process, Strategic Role of Human Capital, Rights, Obligations, and Relevant Procedures for the Board of Directors) - HCM Division PGN
		29 Agustus 2025 August 29, 2025	Jakarta	Induksi Health, Safety, Security, and Environment (HSSE), (pengenalan terkait kebijakan dan prosedur HSSE yang relevan untuk Direksi) - HSSE Division PGN Health, Safety, Security, and Environment (HSSE) Induction (Introduction to HSSE Policies and Procedures Relevant to the Board of Directors) - HSSE Division PGN
		17 Oktober 2025 October 17, 2025	Jakarta	Sertifikasi Certified Enterprise Risk Management ISO 31000:2018 oleh IRBA Certified Enterprise Risk Management ISO 31000:2018 Certification by IRBA
		09 Oktober 2025 October 09, 2025	Jakarta	Investor Daily Summit 2025: Exploring Energy and Commodities for a Better Indonesia Investor Daily Summit 2025: Exploring Energy and Commodities for a Better Indonesia
		28 - 30 November 2025 November 28-30, 2025	Magelang	Retreat Teritegrasi Direksi dan Dewan Komisaris Pertamina Group 2025 - Akademi Militer Magelang & PT Pertamina (Persero) Integrated Retreat for the Board of Directors and Board of Commissioners of Pertamina Group 2025 - Akademi Militer Magelang & PT Pertamina (Persero)
Rachmat Hutama	Direktur SDM dan Penunjang Bisnis Human Resource and Business Support Director	29 Agustus 2025 August 29, 2025	Jakarta	Sosialisasi Peraturan Internal Perusahaan (Anggaran Dasar & *Board Manual*) Tahun 2025 - LCC PGN Dissemination of Internal Company Regulations (Articles of Association & Board Manual) Year 2025 - LCC PGN
		29 Agustus 2025 August 29, 2025	Jakarta	Induksi Human Capital (Proses Orientasi dan Pengenalan, Peran strategi Human Capital, Hak Kewajiban dan Prosedur yang relevan bagi Direksi) - HCM Division PGN Human Capital Induction (Orientation and Introduction Process, Strategic Role of Human Capital, Rights, Obligations, and Relevant Procedures for the Board of Directors) - HCM Division PGN

Nama Name	Jabatan Position	Tanggal Pelaksanaan Implementation Date	Lokasi Location	Keterangan Description
		29 Agustus 2025 August 29, 2025	Jakarta	Induksi Health, Safety, Security, and Environment (HSSE), (pengenalan terkait kebijakan dan prosedur HSSE yang relevan untuk Direksi) - HSSE Division PGN Health, Safety, Security, and Environment (HSSE) Induction (Introduction to HSSE Policies and Procedures Relevant to the Board of Directors) - HSSE Division PGN
		17 Oktober 2025 October 17, 2025	Jakarta	Sertifikasi Certified Enterprise Risk Management ISO 31000:2018 oleh IRBA Certified Enterprise Risk Management ISO 31000:2018 Certification by IRBA
		28 - 30 November 2025 November 28-30, 2025	Magelang	Retreat Teritegrasi Direksi dan Dewan Komisaris Pertamina Group 2025 - Akademi Militer Magelang & PT Pertamina (Persero) Integrated Retreat for the Board of Directors and Board of Commissioners of Pertamina Group 2025 - Akademi Militer Magelang & PT Pertamina (Persero)
Eri Surya Kelana	Direktur Manajemen Risiko Risk Management Director	29 Agustus 2025 August 29, 2025	Jakarta	Sosialisasi Peraturan Internal Perusahaan (Anggaran Dasar & *Board Manual*) Tahun 2025 - LCC PGN Dissemination of Internal Company Regulations (Articles of Association & Board Manual) Year 2025 - LCC PGN
		29 Agustus 2025 August 29, 2025	Jakarta	Induksi Human Capital (Proses Orientasi dan Pengenalan, Peran strategi Human Capital, Hak Kewajiban dan Prosedur yang relevan bagi Direksi) - HCM Division PGN Human Capital Induction (Orientation and Introduction Process, Strategic Role of Human Capital, Rights, Obligations, and Relevant Procedures for the Board of Directors) - HCM Division PGN
		29 Agustus 2025 August 29, 2025	Jakarta	Induksi Health, Safety, Security, and Environment (HSSE), (pengenalan terkait kebijakan dan prosedur HSSE yang relevan untuk Direksi) - HSSE Division PGN Health, Safety, Security, and Environment (HSSE) Induction (Introduction to HSSE Policies and Procedures Relevant to the Board of Directors) - HSSE Division PGN
		07-10 September 2025 September 07-10, 2025	Jakarta	Pelatihan dan Sertifikasi Perancang Kontrak (Certified GRC Executive Officer) - CRMS Indonesia Training and Certification for Contract Designers (Certified GRC Executive Officer) – CRMS Indonesia
		15 September 2025 September 15, 2025	Jakarta	The 16th IICD Corporate Governance Conference & Awards - Indonesian Institute for Corporate Directorship The 16th IICD Corporate Governance Conference & Awards - Indonesian Institute for Corporate Directorship
		29 September 2025 September 29, 2025	Jakarta	Sharing Knowledge Legal Preventive Program - Human Capital Manajement, PGN Legal Preventive Program Knowledge Sharing – Human Capital Management, PGN

Nama Name	Jabatan Position	Tanggal Pelaksanaan Implementation Date	Lokasi Location	Keterangan Description
		17 Oktober 2025 October 17, 2025	Jakarta	Pelatihan & Sertifikasi Ulang Manajemen Risiko (Certified Risk Professional) - PT IRBA Group Indonesia Risk Management Retraining and Certification (Certified Risk Professional) – PT IRBA Group Indonesia
		20 Oktober 2025 October 20, 2025	Jakarta	Risk Management Forum 2025 Subholding PNRE - Turning Green into Gold - PT Pertamina Power Indonesia Risk Management Forum 2025 – PNRE Subholding: Turning Green into Gold – PT Pertamina Power Indonesia
		27 Oktober 2025 October 27, 2025	Jakarta	Talkshow Dengan Wakil Menteri Hukum RI - Implikasi Revisi UU BUMN Terhadap Perlindungan Hukum Bagi Direksi dan Pekerja Pertamina Group - PT Pertamina (Persero) Talkshow with the Deputy Minister of Law of the Republic of Indonesia – Implications of the Amendment to the State-Owned Enterprises Law on Legal Protection for the Board of Directors and Employees of Pertamina Group – PT Pertamina (Persero)
		05 November 2025 November 05, 2025	Jakarta	Leaders Forum & Closing Pertamina Learning Festival 2025 - PT Pertamina (Persero) Leaders Forum & Closing of Pertamina Learning Festival 2025 – PT Pertamina (Persero)
		12 November 2025 November 12, 2025	Jakarta	Risk Management Forum 2025 PT Pertamina (Persero) - Project Risk Management Risk Intelligence & Strategic Evolution (RISE) - PT Pertamina (Persero) Risk Management Forum 2025 – PT Pertamina (Persero): Project Risk Management, Risk Intelligence & Strategic Evolution (RISE) – PT Pertamina (Persero)
		19 November 2025 November 19, 2025	Jakarta	Executive Workshop Pengendalian Korupsi Efektif, Menuju Tata Kelola BUMN Kompetitif - BPKP Executive Workshop on Effective Corruption Control: Towards Competitive SOE Governance – BPKP
		28 November 2025 November 28, 2025	Jakarta	Membangun Budaya Sadar Risiko Berbasis Model Tiga Lini - RSIG Building a Risk-Aware Culture Based on the Three Lines Model – RSIG
		28 - 30 November 2025 November 28-30, 2025	Magelang	Retreat Teritegrasi Direksi dan Dewan Komisaris Pertamina Group 2025 - Akademi Militer Magelang & PT Pertamina (Persero) Integrated Retreat for the Board of Directors and Board of Commissioners of Pertamina Group 2025 - Akademi Militer Magelang & PT Pertamina (Persero)
		04 Desember 2025 December 04, 2025	Jakarta	Executive Media Training 2025 - Corporate Communication Executive Media Training 2025 - Corporate Communication

KEBIJAKAN PROGRAM PENGENALAN/ORIENTASI BAGI DEWAN KOMISARIS DAN DIREKSI BARU

POLICY ON ORIENTATION PROGRAM FOR NEW MEMBERS OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

PGN memiliki kebijakan pelaksanaan program pengenalan Perusahaan yang ditujukan bagi Anggota Dewan Komisaris dan Anggota Direksi yang baru pertama kali diangkat, agar dapat segera mengenal proses bisnis Perusahaan, termasuk seluruh permasalahan yang telah, sedang dan akan dihadapi sehingga dapat bekerja dengan optimal untuk kepentingan Perusahaan.

Melalui program ini, Anggota Dewan Komisaris dan Anggota Direksi yang baru diangkat diharapkan dapat segera memahami segala aspek yang terkait dengan peran dan tanggung jawabnya sehingga dapat menjalankan tugas masing-masing secara efektif. Program pengenalan untuk Anggota Dewan Komisaris dan Anggota Direksi dilaksanakan oleh Corporate Secretary.

PROGRAM PENGENALAN BAGI DEWAN KOMISARIS DAN DIREKSI BARU TAHUN 2025

Pada tahun 2025, program pengenalan diberikan kepada lima anggota Dewan Komisaris dan lima Direksi baru, yakni Widjono Hardjanto, Edward Omar Sharif Hiariej, Conny Lolyta Rumondor, Rambe Kamarul Zaman, Thanon Aria Dewangga, Catur Dermawan, Hery Murahmanta, Mirza Mahendra, Aldiansyah Idham, dan Eri Surya Kelana.

Dalam pelaksanaan program tersebut, PGN melalui Corporate Secretary mempresentasikan berbagai hal terkait GCG dan kinerja Perusahaan yang mencakup: Bisnis & Posisi Bisnis Subholding Gas, Struktur & Proses Bisnis Subholding Gas, *Key Performance Indicator* Tahun 2025, *Overview* RJPP Subholding Gas, Program Strategis Subholding Gas, Profil Anak Perusahaan dan Afiliasi, serta *Update* Aturan Internal PGN (Anggaran Dasar dan *Board Manual*)

PGN has a policy on the implementation of a corporate orientation program for members of the Board of Commissioners and Board of Directors who are appointed for the first time, enabling them to quickly gain an understanding of the Company's business processes, including all issues that have been, are currently being, and will be faced, thus helping them to work optimally for the benefit of the Company.

Through this program, the newly appointed members of the Board of Commissioners and Board of Directors are expected to quickly understand all aspects related to their roles and responsibilities to effectively carry out their respective duties. The orientation program for members of the Board of Commissioners and Board of Directors is organized by the Corporate Secretary.

ORIENTATION PROGRAM FOR NEW MEMBERS OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS IN 2025

In 2025, the orientation program was provided for five new members of the Board of Commissioners and five new members of the Board of Directors, namely Widjono Hardjanto, Edward Omar Sharif Hiariej, Conny Lolyta Rumondor, Rambe Kamarul Zaman, Thanon Aria Dewangga, Catur Dermawan, Hery Murahmanta, Mirza Mahendra, Aldiansyah Idham, and Eri Surya Kelana.

In the implementation of this program, PGN through the Corporate Secretary presented various topics related to GCG and the Company's performance, including: the Business and Business Position of the Gas Subholding, the Business Structure and Processes of the Gas Subholding, the 2025 Key Performance Indicators, an Overview of the Gas Subholding's RJPP, the Gas Subholding's Strategic Programs, Profiles of Subsidiaries and Affiliates, and updates on Internal PSN regulations (Articles of Association and Board Manual).

KEBERAGAMAN KOMPOSISI DEWAN KOMISARIS DAN DIREKSI

DIVERSITY IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

Komposisi anggota Dewan Komisaris dan Direksi PGN memiliki keberagaman dari segi usia, jenis kelamin, latar belakang pendidikan, serta pengalaman yang dibutuhkan guna menunjang pelaksanaan tugas dan tanggung jawabnya.

PGN memiliki kebijakan dan target dalam menerapkan kebijakan keberagaman Direksi dan Dewan Komisaris. Hal ini dilakukan dengan mematuhi persyaratan pengangkatan anggota Direksi dan Dewan Komisaris yang memperhatikan peraturan-peraturan di bawah ini:

1. Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.
2. Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.
3. Peraturan Otoritas Jasa Keuangan Nomor 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, yang menekankan pada keahlian, integritas, kepemimpinan, pengalaman, perilaku yang baik, cakap melakukan perbuatan hukum, dan dedikasi yang tinggi untuk memajukan dan mengembangkan Perusahaan.

The composition of PGN's Board of Commissioners and Board of Directors is diverse in terms of age, gender, educational background, and experience required to sustain the implementation of their duties and responsibilities.

PGN has adopted policies and targets to promote diversity within the Board of Directors and the Board of Commissioners. Such implementation is conducted in compliance with the applicable requirements for the appointment of members of the Board of Directors and the Board of Commissioners, which take into account the following regulations:

1. Regulation of SOEs Minister Number PER-2/MBU/03/2023 on the Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.
2. Regulation of SOEs Minister Number PER-3/MBU/03/2023 on the Organs and Human Resources of State-Owned Enterprises.
3. Financial Services Authority Regulation Number 33/POJK.04/2014 on the Board of Directors and Board of Commissioners of Issuers or Public Companies, emphasizing expertise, integrity, leadership, experience, good behavior, competence in performing legal actions, and high dedication to advancing and developing the Company.

Nama Name	***Gender*** Gender	**Usia** Age	**Latar Belakang Pendidikan** Educational Background			**Pengalaman** Experience					
			S1	**S2**	**S3**	**Oil&Gas** Oil&Gas	**Ekonomi** Economy	**Infrastruktur** Infrastructure	**Hukum** Law	**SDM** HR	**Sosial Politik** Politics and Social
Dewan Komisaris | Board of Commissioners											
Periode 1 Januari-27 Agustus 2025 | Period of January 1 – August 27, 2025											
Amien Sunaryadi	Pria Male	65	✓	✓	-	✓	✓	-	-	-	-
Luky Alfirman	Pria Male	55	✓	✓	✓	-	✓	-	-	-	-
Warih Sadono	Pria Male	62	✓	✓	✓	-	-	-	✓	-	-
Christian H. Siboro	Pria Male	57	✓	✓	✓	-	✓	-	-	✓	-
Dini Shanti Purwono	Wanita Female	51	✓	✓	-	-	-	-	✓	-	-
Abdullah Aufa Fuad	Pria Male	34	✓	✓	-	-	-	✓	-	-	-
Tony Setia Boedi Hoesodo	Pria Male	71	✓	✓	✓	-	-	-	✓	✓	✓

Nama Name	*Gender* Gender	Usia Age	Latar Belakang Pendidikan Educational Background			Pengalaman Experience					
			S1	S2	S3	Oil&Gas Oil&Gas	Ekonomi Economy	Infrastruktur Infrastructure	Hukum Law	SDM HR	Sosial Politik Politics and Social
Periode 27 Agustus 2025-sekarang I Period of August 27, 2025 – present											
Tony Setia Boedi Hoesodo	Pria Male	71	✓	✓	✓	-	-	-	✓	✓	✓
Widjono Hardjanto	Pria Male	69	✓	-	-	-	✓	-	✓	-	✓
Conny Lolyta Rumondor	Wanita Female	64	✓	✓	-	-	✓	-	-	-	-
Rambe Kamarul Zaman	Pria Male	69	✓	✓	✓	-	✓	-	-	-	✓
Edward Omar Sharif Hiariej	Pria Male	52	✓	✓	✓	-	-	-	✓	-	-
Thanon Aria Dewangga	Pria Male	52	✓	✓	✓	-	✓	-	-	✓	✓
Direksi | Board of Directors											
Periode 1 Januari-27 Agustus 2025 I Period of January 1 – August 27, 2025											
Arief S. Handoko	Pria Male	58	✓	✓	-	✓	✓	-	-	-	-
Harry Budi Sidharta	Pria Male	48	✓	✓	-	✓	✓	✓	-	-	-
Fadjar Harianto Widodo	Pria Male	58	✓	-	-	✓	✓	-	-	-	-
Rosa Permata Sari	Wanita Female	45	✓	✓	✓	✓	✓	✓	-	-	-
Ratih Esti Prihatini	Wanita Female	59	✓	✓	-	✓	✓	-	-	-	-
Rachmat Hutama	Pria Male	52	✓	✓	-	✓	-	-	✓	✓	-
Arief Kurnia Risdianto	Pria Male	47	✓	✓	-	✓	✓	-	✓	-	-
Periode 27 Agustus 2025-sekarang I Period of August 27, 2025 – present											
Arief Kurnia Risdianto	Pria Male	47	✓	✓	-	✓	✓	-	✓	-	-
Hery Murahmanta	Pria Male	52	✓	✓	-	✓	✓	✓	-	-	-
Catur Dermawan	Pria Male	52	✓	-	-	✓	✓	-	-	-	-
Mirza Mahendra	Pria Male	44	✓	✓	✓	✓	-	-	-	-	-
Aldiansyah Idham	Pria Male	47	✓	-	-	✓	-	✓	-	-	-
Rachmat Hutama	Pria Male	52	✓	✓	-	✓	-	-	✓	✓	-
Eri Surya Kelana	Pria Male	54	✓	✓	-	✓	✓	-	-	-	-

PENGALAMAN DAN KOMPETENSI ANGGOTA DEWAN KOMISARIS DAN DIREKSI

Seluruh anggota Dewan Komisaris dan Direksi PGN saat ini memiliki keahlian yang relevan dengan industri, serta pemahaman mendalam tentang dinamika, tantangan, dan peluang yang spesifik terutama pada sektor transmisi dan distribusi gas bumi.

Keahlian ini mencakup pengalaman strategis dalam mengelola Perusahaan, kemampuan membaca tren pasar, serta wawasan terhadap regulasi dan teknologi yang relevan. Seluruh informasi mengenai pengalaman dan kompetensi anggota manajemen dapat dilihat melalui profil masing-masing anggota pada Bab Profil Perusahaan Sub Bab Profil Dewan Komisaris dan Direksi.

KETERWAKILAN PEREMPUAN DALAM ANGGOTA DEWAN KOMISARIS DAN DIREKSI

Sepanjang tahun 2025, keterwakilan perempuan di dalam level eksekutif adalah satu komisaris perempuan dari tujuh anggota Dewan Komisaris, dan dua perempuan dari tujuh anggota Direksi. Setelah terjadinya perubahan pengurus, per 31 Desember 2025, Dewan Komisaris PGN terdiri atas enam anggota, di mana satu di antaranya adalah perempuan, sementara Direksi PGN terdiri atas tujuh laki-laki.

Komposisi Dewan Komisaris dan Direksi Perseroan selaras dengan standar ASEAN *Corporate Governance Scorecard* (ACGS) yang mensyaratkan adanya setidaknya satu perwakilan perempuan yang menjabat sebagai Direktur Independen atau Komisaris. Sebagai bagian dari target jangka panjang, PGN menetapkan sasaran hingga tahun 2034 untuk mencapai rasio 25% pemimpin perempuan serta meningkatkan keterwakilan perempuan pada tingkat BOD-1 sebesar 15%.

EXPERIENCE AND COMPETENCE OF MEMBERS OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

All current members of PGN's Board of Commissioners and Board of Directors possess industry-relevant expertise and a strong understanding of the dynamics, challenges, and opportunities, particularly within the natural gas transmission and distribution sector.

Their expertise includes strategic experience in managing the Company, the ability to read market trends, and insight into relevant regulations and technology. All information regarding the experience and competencies of management members can be found in their respective profiles in the Chapter of Company Profile, Sub-Chapter of Profile of the Board of Commissioners and Board of Directors.

REPRESENTATION OF FEMALE MEMBERS ON THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

During 2025, female representation at the executive level included one female commissioner out of seven members of the Board of Commissioners and two female directors out of seven members of the Board of Directors. Subsequent to changes in the management composition, as of December 31, 2025, PGN's Board of Commissioners consisted of six members, including one woman, whereas the Board of Directors comprised seven men.

The composition of the Company's Board of Commissioners and Board of Directors adheres to the ASEAN Corporate Governance Scorecard (ACGS) standards, which require at least one female representative to serve as an Independent Director or Commissioner. As part of its long-term targets, PGN has set a target of achieving a 25% female leadership ratio and increasing female representation at the BOD-1 level of 15% by 2034.

HUBUNGAN AFILIASI ANTARA ANGGOTA DIREKSI, DEWAN KOMISARIS, DAN PEMEGANG SAHAM UTAMA DAN/ATAU PENGENDALI (PER 31 DESEMBER 2025)

AFFILIATIONS AMONG THE BOARD OF DIRECTORS, BOARD OF COMMISSIONERS, AND MAJORITY AND/OR CONTROLLING SHAREHOLDERS (AS OF DECEMBER 31, 2025)

Nama Name	Jabatan Position	Hubungan Keluarga Family Relations			Hubungan Keuangan Financial Relations			Kepemilikan Saham di PGN Share Ownership in PGN
		Direksi BOD	Komisaris BOC	Pemegang Saham Utama Utama Majority Shareholder	Direksi BOD	Komisaris BOC	Pemegang Saham Utama Utama Majority Shareholder	
Dewan Komisaris | Board of Commissioners								
Tony Setia Boedi Hoesodo	Komisaris Utama merangkap Komisaris Independen President Commissioner concurrently serving as Independent Commissioner	-	-	-	-	-	-	-
Edward Omar Sharif Hiariej	Komisaris Commissioner	-	-	-	-	-	✓	-
Thanon Aria Dewangga	Komisaris Commissioner	-	-	-	-	-	✓	-
Rambe Kamarul Zaman	Komisaris Commissioner	-	-	-	-	-	-	-
Widjono Hardjanto	Komisaris Independen Independent Commissioner	-	-	-	-	-	-	-
Conny Lolyta Rumondor	Komisaris Independen Independent Commissioner	-	-	-	-	-	-	-
Direksi | Board of Directors								
Arief Kurnia Risdianto	Direktur Utama President Director	-	-	-	-	-	-	-
Hery Murahmanta	Direktur Infrastruktur dan Teknologi Director of Infrastructure and Technology	-	-	-	-	-	-	-
Catur Dermawan	Direktur Keuangan Director of Finance	-	-	-	-	-	-	-
Mirza Mahendra	Direktur Strategi dan Pengembangan Bisnis Director of Strategy and Business Development	-	-	-	-	-	-	-
Aldiansyah Idham	Direktur Komersial Director of Commercial	-	-	-	-	-	-	-
Eri Surya Kelana	Direktur Manajemen Risiko Director Risk Management	-	-	-	-	-	-	-
Rachmat Hutama	Direktur SDM dan Penunjang Bisnis Director of HR and Business Support	-	-	-	-	-	-	-

KOMITE-KOMITE DI BAWAH DEWAN KOMISARIS
COMMITTEES UNDER THE BOARD OF COMMISSIONERS

Dalam menjalankan tugas dan tanggung jawab pengawasan, Dewan Komisaris PGN dibantu oleh empat Komite. Pembentukan dan pelaksanaan fungsi Komite tersebut dilaksanakan sesuai dengan ketentuan peraturan perundang-undangan yang berlaku, antara lain Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas, Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara, serta Peraturan Otoritas Jasa Keuangan Nomor 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi dan Nomor 55/POJK.04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit.

Komite-Komite yang berada di bawah Dewan Komisaris meliputi:
1. Komite Audit
2. Komite Pemantau Manajemen Risiko dan Pengembangan Usaha
3. Komite Nominasi, Remunerasi dan GCG
4. Komite Tata Kelola Terintegrasi

In carrying out its supervisory duties and responsibilities, the PGN Board of Commissioners is assisted by four Committees. The establishment and implementation of the Committees' functions are carried out pursuant to the provisions of applicable laws and regulations, including Law Number 40 of 2007 on Limited Liability Companies, Regulation of SOEs Minister Number PER-2/MBU/03/2023 on the Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, Regulation of SOEs Minister Number PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises, and Financial Services Authority Regulation Number 34/POJK.04/2014 on the Nomination and Remuneration Committee and Number 55/POJK.04/2015 on the Establishment and Implementation Guidelines for the Audit Committee.

The committees under the Board of Commissioners include:

1. The Audit Committee
2. The Risk Management and Business Development Monitoring Committee
3. The Nomination, Remuneration, and GCG Committee
4. The Integrated Governance Committee

KOMITE AUDIT

THE AUDIT COMMITTEE

Perubahan Komposisi Komite Audit

Changes in the Composition of the Audit Committee

Periode 1 Januari – 27 Agustus 2025 | Period of January 1 – August 27, 2025

Ketua/Komisaris Independen Chairperson/Independent Commissioner	Dini Shanti Purwono
Anggota/Komisaris Independen Member/Independent Commissioner	Abdullah Aufa Fuad
Anggota Member	Rini Yulius
Anggota Member	Fajar Ariwinadi
Anggota Member	Yan Rahadian

Periode 27 Agustus – 30 Agustus 2025 | Period of August 27 – August 30, 2025

Anggota Member	Rini Yulius
Anggota Member	Fajar Ariwinadi
Anggota Member	Yan Rahadian

Periode 1 September – 14 September 2025 | Period of September 1 – 14, 2025

Ketua/Komisaris Independen Chairperson/Independent Commissioner	Conny Lolyta Rumondor
Anggota/Komisaris Independen Member/Independent Commissioner	Widjono Hardjanto
Anggota Member	Rini Yulius
Anggota Member	Fajar Ariwinadi
Anggota Member	Yan Rahadian

Periode 15 September – 31 Desember 2025 | Period of September 15 – December 31, 2025

Ketua/Komisaris Independen Chairperson/Independent Commissioner	Conny Lolyta Rumondor
Anggota/Komisaris Independen Member/Independent Commissioner	Widjono Hardjanto
Anggota Member	Fajar Ariwinadi
Anggota Member	Yan Rahadian
Anggota Member	Widya Perwitasari

Profil Anggota Komite Audit Per 31 Desember 2025

Profile of Audit Committee Members as of December 31, 2025

Conny Lolyta Rumondor - Ketua Komite Audit | Chairperson of the Audit Committee
(1 September 2025 - sekarang) | (September 1, 2025 - present)

Dasar hukum penugasan sebagai anggota Komite Audit adalah Keputusan Dewan Komisaris PT Perusahaan Gas Negara Tbk Nomor Kep-19/DKOM/ 2025 tanggal 1 September 2025 tentang Pembagian Tugas Dewan Komisaris PT Perusahaan Gas Negara Tbk.	The legal basis for the appointment as a member of the Audit Committee is the Board of Commissioners Decree of PT Perusahaan Gas Negara Tbk Number Kep-19/DKOM/2025 dated September 1, 2025 on the Division of Duties of the Board of Commissioners of PT Perusahaan Gas Negara Tbk.
Conny Lolyta Rumondor juga merupakan Komisaris Independen PGN. Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris di Bab Profil Perusahaan dalam Laporan Tahunan ini.	Conny Lolyta Rumondor is also an Independent Commissioner of PGN. Her profile can be found in the Profile of the Board of Commissioners section in the Company Profile chapter of this Annual Report.

Widjono Hardjanto - Anggota Komite Audit | Member of the Audit Committee
(1 September 2025 - sekarang) | (September 1, 2025 - present)

Dasar hukum penugasan sebagai Anggota Komite Audit adalah Keputusan Dewan Komisaris PT Perusahaan Gas Negara Tbk Nomor Kep-19/DKOM/ 2025 tanggal 1 September 2025 tentang Pembagian Tugas Dewan Komisaris PT Perusahaan Gas Negara Tbk.	The legal basis for the appointment as a member of the Audit Committee is the Board of Commissioners Decree of PT Perusahaan Gas Negara Tbk Number Kep-19/DKOM/2025 dated September 1, 2025 on the Division of Duties of the Board of Commissioners of PT Perusahaan Gas Negara Tbk.
Widjono Hardjanto juga merupakan Komisaris Independen PGN. Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris di Bab Profil Perusahaan dalam Laporan Tahunan ini.	Widjono Hardjanto is also an Independent Commissioner of PGN. His profile can be found in the Profile of the Board of Commissioners section in the Company Profile chapter of this Annual Report.

Fajar Ariwinadi - Anggota Komite Audit | Member of the Audit Committee **(1 Januari 2025 - sekarang)** | (January 1, 2025 - present)	
Warga Negara Indonesia, lahir di Jakarta, 16 Juli 1976. Usia 48 tahun per 31 Desember 2025. Domisili Jakarta.	An Indonesian citizen, born in Jakarta on July 16, 1976. 49 years old as of December 31, 2025. Domiciled in Jakarta.
Dasar hukum penugasan sebagai Anggota Komite Audit adalah Keputusan Dewan Komisaris PT Perusahaan Gas Negara Tbk Nomor Kep-06/D-KOM/2022 efektif berlaku tanggal 1 Oktober 2022 tentang Pengangkatan Saudara Fajar Ariwinadi sebagai Anggota Komite Audit PT Perusahaan Gas Negara Tbk.	The legal basis for the appointment as a Member of the Audit Committee is the Board of Commissioners Decree of PT Perusahaan Gas Negara Tbk Number Kep-06/D-KOM/2022, effective as of October 1, 2022 on the Appointment of Fajar Ariwinadi as Member of the Audit Committee of PT Perusahaan Gas Negara Tbk.
Pendidikan: Sarjana Teknik Sipil dari Universitas Indonesia dan Magister Manajemen dari Universitas Indonesia.	Education: Bachelor of Civil Engineering from Universitas Indonesia and Master of Management from Universitas Indonesia.
Sertifikasi: Certification in Audit Committee Practices (CACP) dan Certified Risk Professional (CRP).	Certification: Certification in Audit Committee Practices (CACP) and Certified Risk Professional (CRP).
Riwayat pekerjaan: menjabat sebagai General Corporate Finance di Bomba Group (2021-2022), GM Finance di PT Urban Jakarta Propertindo Tbk (2018-2021), Asisten VP di PT Semen Indonesia (2016-2017), dan AVP Finance di PT Pemalang Batang Toll Road (2016).	Work experience: served as General Corporate Finance at Bomba Group (2021-2022), GM Finance at PT Urban Jakarta Propertindo Tbk (2018-2021), Assistant VP at PT Semen Indonesia (2016-2017), and AVP Finance at PT Pemalang Batang Toll Road (2016).
Rangkap jabatan: Tidak merangkap jabatan sebagai anggota Dewan Komisaris, dan/atau anggota Direksi, serta jabatan lainnya.	Concurrent position: Having no concurrent positions as a member of the Board of Commissioners, and/or a member of the Board of Directors, as well as other positions.

Yan Rahadian - Anggota Komite Audit | Member of the Audit Committee **(1 Januari 2025 - sekarang)** | (January 1, 2025 - present)	
Warga Negara Indonesia, lahir di Bandung pada 29 Juni 1977. Usia 48 tahun per 31 Desember 2025. Domisili Jakarta.	An Indonesian citizen, born in Bandung on June 29, 1977. 48 years old as of December 31, 2025. Domiciled in Jakarta.
Dasar hukum penugasan sebagai Anggota Komite Audit adalah Keputusan Dewan Komisaris PT Perusahaan Gas Negara Tbk Nomor Kep-02/DKOM/2024 tanggal 14 Maret 2024 efektif berlaku tanggal 15 Maret 2024 tentang Pengangkatan Saudara Yan Rahadian sebagai Anggota Komite Non Komisaris Komite Audit PT Perusahaan Gas Negara Tbk.	The legal basis for the appointment as a Member of the Audit Committee is the Board of Commissioners' Decree of PT Perusahaan Gas Negara Tbk Number Kep-02/DKOM/2024 dated 14 March 2024, effective as of 15 March 2024, on the Appointment of Yan Rahadian as a Non-Commissioner Member of the Audit Committee of PT Perusahaan Gas Negara Tbk.
Pendidikan: Sarjana Akuntansi Fakultas Ekonomi dan Bisnis dari Universitas Indonesia serta Magister Sains Akuntansi Program Pascasarjana Fakultas Ekonomi dan Bisnis dari Universitas Indonesia.	Education: Bachelor of Accounting, Faculty of Economics and Business, Universitas Indonesia, and Master of Science in Accounting, Graduate Program, Faculty of Economics and Business, Universitas Indonesia.
Sertifikasi: Chartered Accountant (CA), Certified Sustainability Reporting Specialist (CSRS), Certification in Audit Committee Practice (CACP), Certificate in Sustainability for Finance (Cert SF), dan Certified Risk Profesional (CRP).	Certification: Chartered Accountant (CA), Certified Sustainability Reporting Specialist (CSRS), Certification in Audit Committee Practice (CACP), Certificate in Sustainability for Finance (Cert SF), and Certified Risk Professional (CRP).
Riwayat pekerjaan: menjabat sebagai Anggota Komite Audit di PT Asuransi Bintang (2013 – 2024), Anggota Komite Standar Akuntansi Pemerintahan (KSAP) (2020-sekarang), Instruktur Pelatihan Accounting for Corporate Lawyer di Djakarta Legal Practice (DLP) (2019-sekarang), Komite Penyusun Kebijakan Akuntansi Keuangan Bank Indonesia (KAKBI) (2012-sekarang) dan Staf Pengajar FEB di Universitas Indonesia (1998-sekarang).	Work experience: served as a Member of the Audit Committee at PT Asuransi Bintang (2013-2024), Member of the Government Accounting Standards Committee (KSAP) (2020-present), Training Instructor for Accounting for Corporate Lawyers at Djakarta Legal Practice (DLP) (2019-present), Member of the Bank Indonesia Financial Accounting Policy Committee (KAKBI) (2012-present), and Lecturer at the Faculty of Economics and Business, Universitas Indonesia (1998-present).
Rangkap jabatan: Tidak merangkap jabatan sebagai anggota Dewan Komisaris, dan/atau anggota Direksi, serta jabatan lainnya.	Concurrent position: Having no concurrent positions as a member of the Board of Commissioners, and/or a member of the Board of Directors, as well as other positions.

Widya Perwitasari - Anggota Komite Audit | Member of the Audit Committee **(15 September 2025 - sekarang)** | (September 15, 2025 - present)	
Warga Negara Indonesia, lahir di Jakarta tanggal 29 Juli 1982 (43 tahun) per 31 Desember 2025, berdomisili di Tangerang Selatan.	An Indonesian citizen, born in Jakarta on July 29, 1982. 43 years old as of December 31, 2025. Domiciled in South Tangerang.
Dasar hukum penugasan sebagai Anggota Komite Audit adalah Keputusan Dewan Komisaris PT Perusahaan Gas Negara Tbk Nomor Kep-18/D-KOM/2025 efektif berlaku tanggal 15 September 2025 tentang Pengangkatan Saudari Widya Perwitasari sebagai Anggota Komite Non Komisaris Komite Audit PT Perusahaan Gas Negara Tbk.	The legal basis for the appointment as a Member of the Audit Committee is the Board of Commissioners Decree of PT Perusahaan Gas Negara Tbk Number Kep-18/D-KOM/2025, effective on September 15, 2025, on the Appointment of Widya Perwitasari as a Non-Commissioner Member of the Audit Committee of PT Perusahaan Gas Negara Tbk.
Pendidikan: Sarjana Ekonomi bidang Akuntansi Fakultas Ekonomi dan Bisnis dari Universitas Indonesia (FEB UI), Master bidang Keuangan Internasional dari Universitas Sogang, Korea Selatan, dan S3 Kriminologi Keuangan dari Universiti Teknologi MARA Malaysia.	Education: Bachelor of Economics in Accounting from the Faculty of Economics and Business, Universitas Indonesia, Master's degree in International Finance from Sogang University, South Korea, and Doctorate in Financial Criminology from Universiti Teknologi MARA Malaysia.
Sertifikasi: Chartered Accountant (CA), Certified Professional Management Accountant, dan Certified Public Accountant.	Certification: Chartered Accountant (CA), Certified Professional Management Accountant, and Certified Public Accountant.
Riwayat pekerjaan: menjabat sebagai Komite Audit di PT Asuransi Bintang (2022), Ketua Tim Implementasi PSAK 71 di beberapa BUMN (2018-2022), anggota Tim Teknis Komite Penyusun Kebijakan Akuntansi Keuangan Bank Indonesia (KAK BI) (2012-2018). Saat ini juga menjadi staf pengajar dan peneliti di Universitas Indonesia serta aktif memberikan jasa pelatihan dan konsultasi di bidang akuntansi dan keuangan.	Work experience: served in the Audit Committee at PT Asuransi Bintang (2022), Chair of the PSAK 71 Implementation Team at several SOEs (2018-2022), member of the Technical Team of the Bank Indonesia Financial Accounting Policy Committee (KAK BI) (2012-2018). Currently also a lecturer and researcher at Universitas Indonesia and actively provides training and consulting services in accounting and finance.
Rangkap jabatan: Tidak merangkap jabatan sebagai anggota Dewan Komisaris, dan/atau anggota Direksi, serta jabatan lainnya.	Concurrent position: Having no concurrent positions as a member of the Board of Commissioners, and/or a member of the Board of Directors, as well as other positions.

Keahlian Komite Audit

Komite Audit memiliki anggota independen yakni Conny Lolyta Rumondor, Widjono Hardjanto, Fajar Ariwinadi, dan Yan Rahadian, dan Widya Perwitasari. Seluruh anggota independen Komite Audit tersebut memiliki keahlian dan latar belakang di bidang keuangan atau industri.

Expertise of the Audit Committee

The Audit Committee comprises independent members, namely Conny Lolyta Rumondor, Widjono Hardjanto, Fajar Ariwinadi, Yan Rahadian, and Widya Perwitasari. All independent members of the Audit Committee have expertise and backgrounds in finance or industry.

Independensi Komite Audit

Independence of the Audit Committee

100%

Anggota Komite Audit adalah Independen
of the Audit Committee Members are Independent

Komite Audit PGN dipimpin oleh Komisaris Independen. Susunan Komite Audit terdiri dari satu orang anggota yang merupakan anggota Dewan Komisaris, dan tiga orang anggota profesional dari luar Perseroan.

The Audit Committee of PGN is chaired by an Independent Commissioner. The Audit Committee consists of one member who is a member of the Board of Commissioners and three members who are professionals from outside the Company.

Seluruh anggota Komite Audit adalah pihak independen yang tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan anggota Dewan Komisaris, anggota Direksi, dan/atau Pemegang Saham Pengendali atau hubungan usaha dengan di Perseroan baik entitas anak maupun perusahaan afiliasi, yang dapat memengaruhi kemampuannya untuk bertindak independen.

Susunan keanggotaan Komite Audit tersebut telah memenuhi ketentuan Peraturan Otoritas Jasa Keuangan Nomor 55/POJK.04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit. Dalam melaksanakan tugasnya, Komite Audit senantiasa menjalankan prinsip-prinsip profesionalisme dan independen, tanpa ada intervensi dari pihak manapun. Pernyataan independensi masing-masing anggota Komite Audit sebagai berikut:

All members of the Audit Committee are independent parties who have no relationship in terms of finance, management, share ownership and/or family ties with members of the Board of Commissioners, members of the Board of Directors, and/or Controlling Shareholders, nor any business relationship with the Company, its subsidiaries or affiliated companies, which could affect their ability to act independently.

The composition of the Audit Committee complies with the provisions of Financial Services Authority Regulation Number 55/POJK.04/2015 on the Establishment and Guidelines for the Implementation of the Audit Committee. In carrying out its duties, the Audit Committee consistently applies the principles of professionalism and independence, without interference from any party. The statements of independence of each member of the Audit Committee are as follows:

No.	Pernyataan Independensi Statement of Independence	Conny Lolyta Rumondor	Dini Shanti Purwono	Widjono Hardjanto	Abdullah Aufa Fuad	Fajar Ariwinadi	Yan Rahadian	Widya Perwitasari	Rini Yulius
1	Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perseroan dalam waktu enam bulan terakhir, kecuali Komisaris Independen. Not working nor having the authority and responsibility to plan, lead, control, or supervise the Company's activities for the last six months, except Independent Commissioner	✓	✓	✓		✓	✓	✓	✓
2	Tidak secara langsung ataupun tidak langsung memiliki saham di Perseroan Not directly or indirectly owning any shares of the Company	✓	✓	✓	✓	✓	✓	✓	✓
3	Tidak memiliki hubungan afiliasi dengan Perseroan atau pemegang saham utama/ pengendali atau salah satu anggota Dewan Komisaris atau Direksi. Not having any affiliation with the Company or the majority/controlling shareholders of the Company or one of the members of the Board of Commissioners, the Board of Directors,	✓	✓	✓	✓	✓	✓	✓	✓
4	Tidak memiliki hubungan kerja/profesional langsung atau tidak langsung dengan Perseroan. Not having a direct or indirect working/ professional relationship with the Company	✓	✓	✓	✓	✓	✓	✓	✓

Keterangan | Note:
Masa jabatan Ketua dan Anggota Komite Audit mengacu kepada tabel Perubahan Komposisi Komite Audit
The terms of office of the Chairman and Members of the Audit Committee refer to the table of Changes in the Composition of the Audit Committee

Dasar Hukum

Dasar hukum pembentukan Komite Audit mengacu kepada:

1. Peraturan Otoritas Jasa Keuangan (OJK) Nomor 21/POJK.04/2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka;
2. Peraturan OJK Nomor 55/POJK.04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit;
3. Peraturan Menteri Badan Usaha Milik Negara Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola Dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara;
4. Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-3/MBU/03/2023 tentang Organ Dan Sumber Daya Manusia Badan Usaha Milik Negara;
5. Surat Edaran OJK Nomor 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka;
6. Anggaran Dasar PGN; dan
7. *Board Manual* PGN.

Piagam Komite Audit

Dalam menjalankan tugas dan tanggung jawab, Komite Audit berpedoman pada Piagam Komite Audit yang ditetapkan untuk pertama kalinya pada tanggal 30 Maret 2004 dan telah diperbarui pada 18 Januari 2024.

Cakupan yang diatur dalam Piagam Komite Audit antara lain:

1. Tugas dan Tanggung Jawab
2. Wewenang
3. Prosedur Kerja
4. Persyaratan Anggota
5. Masa Tugas
6. Rapat
7. Pelaporan
8. Evaluasi Kinerja

Piagam Komite Audit secara lengkap dapat dilihat dalam situs web PGN https://pgn.co.id/tata-kelola.

Periode dan Masa Jabatan

1. Masa tugas Ketua dan Anggota Komite Audit yang berasal dari anggota Dewan Komisaris adalah maksimal sama dengan masa jabatan Dewan Komisaris yang bersangkutan.
2. Masa tugas Anggota Komite Audit yang bukan berasal dari anggota Dewan Komisaris paling lama tiga tahun dan dapat diperpanjang satu kali selama dua tahun masa jabatan.

Legal Basis

The legal basis for the establishment of the Audit Committee refers to:

1. Financial Services Authority (OJK) Regulation Number 21/POJK.04/2015 on the Implementation of Corporate Governance Guidelines for Public Companies;
2. OJK Regulation Number 55/POJK.04/2015 on the Establishment and Implementation Guidelines for Audit Committees;
3. Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 on the Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;
4. Regulation of the Minister of State-Owned Enterprises Number PER-3/MBU/03/2023 on the Organs and Human Resources of State-Owned Enterprises;
5. OJK Circular Number 32/SEOJK.04/2015 on the Guidelines for the Governance of Public Companies;
6. PGN Articles of Association; and
7. PGN Board Manual.

Audit Committee Charter

In carrying out its duties and responsibilities, the Audit Committee adheres to the Audit Committee Charter, which was first established on March 30, 2004 and updated on January 18, 2024.

The scope of the Audit Committee Charter includes:

1. Duties and Responsibilities
2. Authority
3. Work Procedures
4. Member Requirements
5. Term of Office
6. Meetings
7. Reporting
8. Performance Evaluation

The complete Audit Committee Charter can be viewed on the PGN website at https://pgn.co.id/tata-kelola.

Period and Term of Office

1. The term of office of the Chairperson and Members of the Audit Committee who are members of the Board of Commissioners must not exceed the term of office of said Board of Commissioners.
2. The term of office of Audit Committee Members who are not members of the Board of Commissioners is a maximum of three years and may be extended once for a two-year term.

3. Pengakhiran masa tugas Ketua dan Anggota Komite Audit dapat dilakukan sewaktu-waktu berdasarkan hasil keputusan rapat Dewan Komisaris.

Persyaratan Keanggotaan Komite Audit

1. Memiliki integritas yang tinggi, kemampuan, pengetahuan dan pengalaman yang memadai sesuai dengan latar belakang pendidikannya serta mampu bekerja sama dan berkomunikasi secara efektif.
2. Memahami laporan keuangan, bisnis perusahaan khususnya yang terkait dengan kegiatan usaha Perusahaan, proses audit, manajemen risiko, dan peraturan perundang-undangan di bidang Pasar Modal serta peraturan perundang-undangan terkait lainnya.
3. Memiliki minimal satu anggota yang berlatar belakang pendidikan dan keahlian di bidang akuntansi dan keuangan.
4. Mematuhi Kode Etik Perusahaan dan menandatangani Pakta Integritas.
5. Bukan merupakan orang dalam Kantor Akuntan Publik, Kantor Konsultan Hukum, atau pihak lain yang memberi jasa asurans, jasa non-asurans dan atau jasa konsultasi lain kepada Perusahaan dalam waktu enam bulan terakhir sebelum diangkat oleh Dewan Komisaris.
6. Bukan merupakan orang yang mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, atau mengendalikan kegiatan Perusahaan dalam waktu enam bulan terakhir sebelum diangkat oleh Dewan Komisaris, kecuali Komisaris Independen.
7. Tidak mempunyai saham baik langsung maupun tidak langsung pada Perusahaan. Dalam hal anggota Komite Audit memperoleh saham akibat suatu peristiwa hukum, maka dalam jangka waktu paling lama enam bulan setelah diperolehnya saham tersebut wajib mengalihkannya kepada pihak lain.
8. Tidak mempunyai:
   a. Hubungan afiliasi dengan perusahaan, anggota Dewan Komisaris, anggota Direksi atau Pemegang Saham Utama Perusahaan; dan
   b. Hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan perusahaan.
9. Tidak memiliki kepentingan/keterkaitan pribadi yang dapat menimbulkan dampak negatif dan benturan kepentingan terhadap Perusahaan.
10. Dapat menyediakan waktu yang cukup untuk menyelesaikan tugasnya.

3. The term of office of the Chairperson and Members of the Audit Committee may be terminated at any time based on the resolution of the Board of Commissioners.

Membership Requirements for the Audit Committee

1. Having high integrity, adequate skills, knowledge, and experience aligned with their educational background, as well as the ability to collaborate and communicate effectively.
2. Understanding financial statements, company business, particularly those related to the Company's business activities, the audit process, risk management, and laws and regulations in the Capital Market sector and other related laws and regulations.
3. Having at least one member with an educational background and expertise in accounting and finance.
4. Complying with the Company's Code of Ethics and signing the Integrity Pact.
5. Not being a member of a Public Accounting Firm, Law Firm, or other party that provides insurance services, non-insurance services, and/or other consulting services to the Company within the last six months before being appointed by the Board of Commissioners.
6. Not being a party who has the authority and responsibility to plan, lead, or control the Company's activities within the last six months before being appointed by the Board of Commissioners, except for Independent Commissioners.
7. Not holding any direct or indirect shares in the Company. In the event that a member of the Audit Committee acquires shares as a result of a legal event, they must transfer them to another party within a maximum period of six months after acquiring the shares.
8. Not having:
   a. Affiliation with the Company, members of the Board of Commissioners, members of the Board of Directors, or Major Shareholders of the Company; and
   b. Direct or indirect business relationships related to the Company's activities.
9. Not having any personal interests or connections that could have a negative impact on the Company or cause conflicts of interest.
10. Being able to devote sufficient time to complete their duties.

Tugas dan Tanggung Jawab Komite Audit

Sebagaimana yang tercantum dalam Piagam Komite Audit, tugas dan tanggung jawab Komite Audit PGN sesuai dengan yang ditetapkan dalam Surat Keputusan Komisaris Utama PT Perusahaan Gas Negara Tbk Nomor 002/11/KOM-1/2004 tanggal 30 Maret 2004 yang dimutakhirkan pada 18 Januari 2024 yaitu memberikan pendapat kepada Dewan Komisaris terhadap laporan atau hal-hal yang disampaikan Direksi kepada Dewan Komisaris, mengidentifikasi hal-hal yang memerlukan perhatian Dewan Komisaris, dan melaksanakan tugas-tugas lain terkait tugas Dewan Komisaris, antara lain:

1. Melakukan penelaahan atas informasi keuangan yang akan dikeluarkan perusahaan seperti laporan keuangan, proyeksi, serta Rencana Jangka Panjang, Rencana Kerja dan Anggaran Perusahaan, laporan manajemen dan laporan lainnya terkait dengan informasi keuangan Perusahaan.
2. Melakukan penelaahan atas ketaatan perusahaan terhadap peraturan perundang-undangan di bidang Pasar Modal dan peraturan perundang-undangan lainnya yang berhubungan dengan kegiatan Perusahaan.
3. Memberikan pendapat independen dalam hal terjadi perbedaan pendapat antara manajemen dan Akuntan Publik atas jasa yang diberikannya.
4. Memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukan Akuntan Publik yang didasarkan antara lain pada independensi, ruang lingkup penugasan, dan imbalan jasa.
5. Melakukan penelaahan atas hasil pelaksanaan pemeriksaan oleh Auditor Eksternal.
   a. Mengkaji hasil pemeriksaan oleh Auditor Eksternal;
   b. Melakukan evaluasi terhadap pelaksanaan pemberian jasa audit atas informasi keuangan historis tahunan oleh Kantor Akuntan Publik (KAP); dan
   c. Memastikan dan mengkaji efektivitas pelaksanaan tindak lanjut hasil pemeriksaan.
6. Memberikan rekomendasi kepada Dewan Komisaris terkait penyusunan rencana audit, ruang lingkup, dan kebutuhan sumber daya dari Unit Kerja Audit Internal.
7. Melakukan penelaahan atas pelaksanaan pemeriksaan oleh auditor internal dan mengawasi pelaksanaan tindak lanjut oleh Direksi atas temuan auditor internal.
8. Memberikan rekomendasi penyempurnaan sistem pengendalian manajemen serta pelaksanaannya.

Duties and Responsibilities of the Audit Committee

As outlined in the Audit Committee Charter, the duties and responsibilities of the PGN Audit Committee are in accordance with those stipulated in the President Commissioner Decree of PT Perusahaan Gas Negara Tbk Number 002/11/KOM-1/2004 dated March 30, 2004, which was updated on January 18, 2024, namely to provide opinions to the Board of Commissioners on reports or matters submitted by the Board of Directors to the Board of Commissioners, identify matters that require the attention of the Board of Commissioners, and perform other duties related to the duties of the Board of Commissioners, including:

1. Reviewing financial information to be released by the Company, such as financial statements, projections, Long-Term Plans, Company Work Plans and Budgets, management reports, and other reports related to the Company's financial information.
2. Reviewing the Company's compliance with laws and regulations in the Capital Market and other laws and regulations related to the Company's activities.
3. Providing independent opinions in the event of differences of opinion between management and Public Accountants regarding the services provided.
4. Providing recommendations to the Board of Commissioners on the appointment of Public Accountants based on, among other things, independence, scope of assignment, and remuneration.
5. Reviewing the results of audits conducted by External Auditors.
   a. Reviewing the results of the audit by the External Auditor;
   b. Evaluating the implementation of audit services on annual historical financial information by the Public Accounting Firm (KAP); and
   c. Ensuring and reviewing the effectiveness of the implementation of follow-up actions on the audit results.
6. Providing recommendations to the Board of Commissioners on the preparation of audit plans, scope, and resource requirements of the Internal Audit Work Unit.
7. Reviewing the implementation of audits by internal auditors and supervising the implementation of follow-up actions by the Board of Directors on the findings of internal auditors.
8. Providing recommendations for improvements to the management control system and its implementation.

9. Melakukan evaluasi perusahaan pemeringkat yang akan ditunjuk oleh Dewan Komisaris untuk melakukan penilaian Tingkat Kesehatan Perusahaan.
10. Melakukan evaluasi terhadap usulan Piagam Audit Internal yang diusulkan Direksi.
11. Berkoordinasi dengan Komite Pemantau Manajemen Risiko dan Pengembangan Usaha apabila terdapat indikasi/ potensi risiko yang dihadapi oleh Perusahaan dan dalam rangka penelaahan pelaksanaan peran Audit Internal sebagai lini ketiga dalam manajemen risiko.
12. Berkoordinasi dengan Komite Nominasi, Remunerasi, dan GCG terkait dengan Tata Kelola Perusahaan, pelaksanaan Tanggung Jawab Sosial Lingkungan (TJSL) dan kualitas kinerja Audit Internal.
13. Menelaah pengaduan yang berkaitan dengan proses akuntansi dan pelaporan keuangan Perusahaan.
14. Memastikan telah terdapat prosedur *review* yang memuaskan terhadap informasi keuangan yang dikeluarkan Perusahaan.
15. Menelaah dan memberikan saran kepada Dewan Komisaris terkait dengan adanya potensi benturan kepentingan Perusahaan.
16. Menjaga kerahasiaan dokumen, data dan informasi Perusahaan.
17. Menyusun Program Kerja Tahunan.
18. Melaksanakan tugas lainnya yang diberikan oleh Dewan Komisaris berdasarkan ketentuan peraturan perundang-undangan yang berlaku.

Komite Audit Perseroan juga memiliki kewajiban untuk melakukan peninjauan terhadap transaksi afiliasi yang material dan menyatakan bahwa transaksi tersebut untuk kepentingan perusahaan dan pemegang saham. Dalam hal Auditor Eksternal, Komite Audit juga memiliki tugas dan tanggung jawab terkait melakukan pengawasan aktif terhadap aktivitas Auditor Eksternal, memantau dan mengevaluasi pelaksanaan pemberian jasa audit atas informasi keuangan historis tahunan oleh Auditor Eksternal, serta memberikan rekomendasi atas pemberhentian Auditor Eksternal.

Wewenang Komite Audit

Komite Audit memiliki kewenangan tertentu dalam mendukung fungsi dan tugas yang ditetapkan Dewan Komisaris, yaitu:

1. Mengakses secara penuh, bebas dan tidak terbatas terhadap dokumen, data, dan informasi Perusahaan tentang karyawan, dana, aset serta sumber daya Perseroan lainnya yang diperlukan dan berkaitan dengan tugasnya.

9. Evaluating rating agencies to be appointed by the Board of Commissioners to assess the Company's Health Rating.
10. Evaluating the Internal Audit Charter proposed by the Board of Directors.
11. Coordinating with the Risk Management and Business Development Monitoring Committee in the event of indications/potential risks faced by the Company and in order to review the implementation of the Internal Audit's role as the third line of defense in risk management.
12. Coordinating with the Nomination, Remuneration, and GCG Committee on Corporate Governance, the implementation of Environmental Social Responsibility (TJSL) and the quality of Internal Audit performance.
13. Reviewing complaints related to the Company's accounting and financial reporting processes.
14. Ensuring satisfactory review procedures have been established for the Company's published financial information.
15. Reviewing and providing advice to the Board of Commissioners on potential conflicts of interest involving the Company.
16. Maintaining the confidentiality of the Company's documents, data, and information.
17. Preparing the Annual Work Program.
18. Performing other duties assigned by the Board of Commissioners in accordance with applicable laws and regulations.

The Company's Audit Committee is also responsible for reviewing material related party transactions and declaring that such transactions are in the interests of the Company and its shareholders. With regard to the External Auditor, the Audit Committee also performs duties and responsibilities to actively supervise the activities of the External Auditor, monitor and evaluate the provision of audit services on annual historical financial information by the External Auditor, and provide recommendations on the dismissal of the External Auditor.

Authority of the Audit Committee

The Audit Committee exercises certain authority in supporting the functions and duties assigned by the Board of Commissioners, namely:

1. Having full, free, and unrestricted access to Company documents, data, and information about employees, funds, assets, and other resources of the Company that are necessary and relevant to the duties of the Committee.

2. Berkomunikasi dan berkoordinasi langsung dengan karyawan, termasuk Direksi dan pihak yang menjalankan fungsi keuangan dan akuntansi, Audit Internal, kepatuhan dan fungsi lain yang berkaitan dengan tugas dan tanggung jawab Komite Audit serta dengan Kantor Akuntan Publik dari Perseroan.
3. Meminta bantuan pihak independen di luar Komite Audit yang diperlukan untuk membantu pelaksanaan tugasnya (jika diperlukan).
4. Melakukan kewenangan lain yang diberikan oleh Dewan Komisaris.

2. Practicing direct communication and coordination with employees, including the Board of Directors and parties performing financial and accounting functions, Internal Audit, compliance, and other functions related to the duties and responsibilities of the Audit Committee, as well as with the Company's Public Accounting Firm.
3. Requesting assistance from independent parties outside the Audit Committee as necessary to assist in the performance of its duties (if necessary).
4. Performing other authorities granted by the Board of Commissioners.

Program Pelatihan Anggota Komite Audit

Sesuai piagam Komite, PGN memiliki kebijakan untuk mendukung pengembangan anggota Komite, melalui pelatihan dan pengembangan kompetensi yang dapat mendukung pelaksanaan tugas dan tanggung jawabnya. Sepanjang tahun 2025, Anggota Komite Audit telah mengikuti program pelatihan, *workshop*, konferensi ataupun seminar terkait dengan bidang keuangan, tata kelola, dan keberlanjutan sebagai berikut:

Training Programs for Members of the Audit Committee

In accordance with the Committee's charter, PGN implements a policy to support the development of Committee members through training and competency development to support the implementation of their duties and responsibilities. Throughout 2025, members of the Audit Committee attended training programs, workshops, conferences, and seminars related to finance, governance, and sustainability, as follows:

PELATIHAN ANGGOTA KOMITE AUDIT NON KOMISARIS
Training for Non-Commissioner Audit Committee Members

Nama dan Jabatan Name and Position	Tanggal Pelaksanaan Implementation Date	Tempat Location	Keterangan Description
Fajar Ariwinadi	13-14 Februari 2025 February 13-14, 2025	Batam	Energizing Motivation Session – Retreat BOC BOD
	25-26 Juni 2025 June 25-26, 2025	Yogyakarta	National Anti Fraud Conference 2025 'Becik Ketitik Ala Ketara"
	15 Juli 2025 July 15, 2025	Jakarta	Seminar Driving Enterprise Value Through Strategic Risk Oversight- The Critical Role of Oversight Boards and Internal Audit In Streghthening Risk Governance and Portfolio Management Seminar on Driving Enterprise Value Through Strategic Risk Oversight- The Critical Role of Oversight Boards and Internal Audit In Strengthening Risk Governance and Portfolio Management
	30 September 2025 September 30, 2025	Jakarta	Seminar Sustainability Reporting: Impact and Implementation of PSPK 1 & 2 for Professionals Seminar on Sustainability Reporting: Impact and Implementation of PSPK 1 & 2 for Professionals
	3 November 2025 November 3, 2025	Jakarta	Pelatihan Strategi Pengembangan Bisnis Gas & LNG Domestik Training on Domestic Gas & LNG Business Development Strategy
Yan Rahadian	14 Februari 2025 February 14, 2025	Jakarta	Perolehan Sertifikasi IPSAS-International Public Sector Accounting Standard IPSAS - International Public Sector Accounting Standard Certification
	13 Februari 2025 February 13, 2025	Batam	Energizing Motivation Session – Retreat BOC BOD
	23 – 24 April 2025 April 23-24, 2025	Jakarta	*Workshop* Penerapan SAK Indonesia untuk Entitas Privat Workshop on the Implementation of Indonesia Financial Accounting Standards for Private Entities
	25-26 Juni 2025 June 25-26, 2025	Yogyakarta	National Anti Fraud Conference 2025 'Becik Ketitik Ala Ketara"

Nama dan Jabatan Name and Position	Tanggal Pelaksanaan Implementation Date	Tempat Location	Keterangan Description
	15 Juli 2025 July 15, 2025	Jakarta	Seminar Driving Enterprise Value Through Strategic Risk Oversight- The Critical Role of Oversight Boards and Internal Audit In Streghthening Risk Governance and Portfolio Management -Ikatan Komite Audit Indonesia Seminar on Driving Enterprise Value Through Strategic Risk Oversight- The Critical Role of Oversight Boards and Internal Audit In Strengthening Risk Governance and Portfolio Management - the Indonesian Audit Committee Association
	30 September 2025 September 30, 2025	Jakarta	Seminar Sustainability Reporting: Impact and Implementation of PSPK 1 & 2 for Professionals Seminar on Sustainability Reporting: Impact and Implementation of PSPK 1 & 2 for Professionals
	23-34 Oktober October 23-24, 2025	Jakarta	Pelatihan ICoFr 2025 ICoFr Training of 2025
	3 November 2025 November 3, 2025	Jakarta	Pelatihan Strategi Pengembangan Bisnis Gas & LNG Domestik Training on Domestic Gas & LNG Business Development Strategy
Widya Perwitasari	30 September 2025 September 30, 2025	Jakarta	Seminar Sustainability Reporting: Impact and Implementation of PSPK 1 & 2 for Professionals Seminar on Sustainability Reporting: Impact and Implementation of PSPK 1 & 2 for Professionals
	3 November 2025 November 3, 2025	Jakarta	Pelatihan Strategi Pengembangan Bisnis Gas & LNG Domestik Training on Domestic Gas & LNG Business Development Strategy
Rini Yulius	8 Februari 2025 February 8, 2025	Jakarta	Certified Public Accountant Professional penyelenggara Universitas Indonesia Certified Public Accountant Professional Program organized by Universitas Indonesia
	13-14 Februari 2025 February 13-14, 2025	Batam	Energizing Motivation Session – Retreat BOC BOD
	25-26 Juni 2025 June 25-26, 2025	Yogyakarta	National Anti Fraud Conference 2025 'Becik Ketitik Ala Ketara"
	15 Juli 2025 July 15, 2025	Jakarta	Seminar Driving Enterprise Value Through Strategic Risk Oversight- The Critical Role of Oversight Boards and Internal Audit In Streghthening Risk Governance and Portfolio Management Seminar on Driving Enterprise Value Through Strategic Risk Oversight- The Critical Role of Oversight Boards and Internal Audit In Strengthening Risk Governance and Portfolio Managemen

Pelatihan Anggota Komite Audit yang Merangkap Jabatan Komisaris

Informasi pelatihan dan pengembangan kompetensi Komite Audit yang merangkap Komisaris PGN dapat dilihat pada sub bab Pelatihan Dewan Komisaris dan Direksi dalam Bab Tata Kelola Perusahaan ini.

Pelaksanaan Kegiatan Komite Audit

Sepanjang tahun 2025, Komite Audit telah melaksanakan berbagai kegiatan sebagai berikut:

1. Melakukan Penelaahan Rencana Perseroan atas:
   a. Rencana Kerja dan Anggaran Perusahaan 2025;
   b. Revisi Rencana Kerja dan Anggaran Perusahaan 2025; dan
   c. Rencana Jangka Panjang Perusahaan ("RJPP") 2026-2030,

Training for Members of the Audit Committee Concurrently Holding the Position of Commissioner

Information on training and competency development for the Audit Committee concurrently holding the position of Commissioner at PGN can be found in the Training for the Board of Commissioners and Board of Directors sub-section in the Corporate Governance Chapter.

Implementation of Audit Committee Activities

Throughout 2025, the Audit Committee carried out various activities as follows:

1. Reviewing the Company's Plans on:
   a. The Company's Work Plan and Budget for 2025;
   b. Revisions to the Company's Work Plan and Budget for 2025; and
   c. The Company's Long-Term Plan ("RJPP") for 2026-2030.

2. Melakukan pembahasan dan memberikan rekomendasi atas:
   a. Pengadaan Jasa Audit Independen/Eksternal (KAP) untuk Audit Laporan Keuangan Konsolidasian, Audit Kepatuhan PSA 62, Audit Keuangan Pendanaan UMK terkait Program Tanggung Jawab Sosial dan Lingkungan dan Penetapan Prosedur Yang Disepakati atas Laporan Hasil Evaluasi Kinerja KPI Korporat dan KPI Individual Tahun 2024;
   b. Pengadaan Jasa Perusahaan Pemeringkat untuk Penilaian Tingkat Kesehatan Perusahaan Tahun Buku 2024;
   c. Revisi Piagam Audit Internal Tahun 2025;
   d. Revisi Audit Annual Plan Tahun 2025 Internal Audit;
   e. Transaksi Pengalihan Data WNTS - Pemping antara PGN dan PLN EPI.
3. Melakukan pembahasan dengan Kantor Akuntan Publik EY terkait:
   a. Audit Laporan Keuangan Konsolidasian PGN Tahun 2024;
   b. Audit Laporan Keuangan (LK) Program Pendanaan Usaha Mikro dan Kecil (PUMK) terkait Tanggung Jawab Sosial dan Lingkungan (TJSL) PGN Tahun Buku 2024;
   c. Audit Kepatuhan PSA 62 Tahun 2024;
   d. Penerapan Prosedur Yang Disepakati Atas Laporan Hasil Evaluasi Kinerja KPI Korporat & KPI Direktorat PGN dan Entitas Anak untuk Periode Tahun Buku 2024;
   e. Review Laporan Keuangan Konsolidasian PGN Semester I Tahun 2025;
   f. Review Laporan Keuangan Konsolidasian PGN Periode 30 September Tahun 2025
   g. Key Audit Matters ("KAM") Laporan Keuangan per 31 Desember 2024
4. Melakukan penelaahan atas Laporan Internal Audit, antara lain:
   a. Laporan Triwulanan Internal Audit Triwulan IV Tahun 2024 serta Triwulan I, II dan III Tahun 2025;
   b. Sebanyak 20 Laporan Hasil Pengawasan yang mencakup Audit, Konsultasi dan Insight.
5. Melakukan penelaahan/evaluasi dan memberikan saran/masukan/nasihat atas:
   a. Laporan Keuangan PGN Tidak Diaudit Triwulan I dan Triwulan III Tahun 2025;
   b. Laporan Kinerja Triwulanan PGN;
   c. Laporan Manajemen Bulanan PGN;
   d. Laporan Tahunan PGN Tahun 2024;
   e. Evaluasi Kinerja KAP atas Laporan Keuangan Tahun 2024;

2. Conducting discussions and providing recommendations on:
   a. Procurement of Independent/External Audit Services (KAP) for Consolidated Financial Statement Audits, PSA 62 Compliance Audits, MSME Financing Financial Audits related to Social and Environmental Responsibility Programs, and Determination of Agreed Procedures on the 2024 Corporate KPI and Individual KPI Performance Evaluation Reports;
   b. Procurement of Rating Agency Services for Company Health Assessment for the 2024 Fiscal Year;
   c. Revision of the 2025 Internal Audit Charter;
   d. Revision of the 2025 Internal Audit Annual Plan;
   e. Transaction of WNTS - Pemping Data Transfer between PGN and PLN EPI.
3. Having discussions with EY Public Accounting Firm regarding:
   a. Audit of PGN Consolidated Financial Statements for the 2024 Fiscal Year;
   b. Audit of Financial Statements (LK) for the Micro and Small Business Funding Program (PUMK) related to PGN's Social and Environmental Responsibility (TJSL) for the 2024 Fiscal Year;
   c. Audit on Compliance with PSA 62 for the Year 2024;
   d. Implementation of Agreed Procedures on the Report on the Evaluation of Corporate KPI and Directorate KPI Performance and PGN Subsidiaries for the 2024 Fiscal Year;
   e. Review of PGN Consolidated Financial Statements for the First Half of 2025;
   f. Review of PGN's Consolidated Financial Statements for the Period Ended 30 September 2025
   g. Key Audit Matters ("KAM") of the Financial Statements as of December 31, 2024
4. Reviewing Internal Audit Reports, including:
   a. Internal Audit Quarterly Report for Q4 of 2024 and Q1, Q2, and Q3 of 2025;
   b. A total of 20 Supervisory Reports covering Audit, Consultation, and Insight.
5. Conducting reviews/evaluations and providing suggestions/input/advice on:
   a. Unaudited PGN Financial Statements for Q1 and Q3 of 2025;
   b. PGN Quarterly Performance Report;
   c. PGN Monthly Management Report;
   d. PGN Annual Report for 2024;
   e. Evaluation of KAP Performance on the 2024 Financial Report;

f. Evaluasi Efektivitas Pengendalian Internal; dan
g. Evaluasi Kinerja Internal Audit Division.
h. Laporan Kegiatan 3D Seismic Acquisition & Processing – WK Pangkah.

6. Melakukan Rapat Koordinasi Komite Audit Holding-Subholding.
7. Menghadiri 24 BOC Meeting sesuai permintaan Dewan Komisaris.

Pelaksanaan Kegiatan Komite Audit Lainnya dalam Penyusunan dan Penerbitan Laporan Keuangan Tahunan

Komite Audit Perseroan memiliki peran penting dalam memastikan kualitas penyusunan dan penerbitan Laporan Keuangan Tahunan. Beberapa tindakan lain yang dilakukan oleh Komite Audit dalam proses ini meliputi:

1. Keterlibatan langsung dalam perkembangan proses audit laporan keuangan yaitu melalui keikutsertaan Komite Audit sejak *kick off meeting* dan pada setiap *progress meeting* pembahasan audit laporan keuangan 31 Desember 2024;
2. *Review* mandiri dan memberikan masukan/koreksi atas *draft* laporan keuangan, baik *unaudited* maupun *audited*, baik interim maupun akhir tahun, sebelum laporan keuangan diterbitkan; dan
3. Membuka dan melakukan komunikasi langsung dengan Kantor Akuntan Publik (KAP), jika diperlukan.

Berbagai tindakan yang dilakukan Komite Audit dalam penyusunan dan penerbitan Laporan Keuangan Tahunan Perseroan mencerminkan tanggung jawab Komite Audit dalam memastikan transparansi dan akuntabilitas laporan keuangan tahunan Perseroan sesuai dengan prinsip GCG.

Kendala/Tantangan Pelaksanaan Kinerja dan Antisipasi yang Dilakukan

Dalam pelaksanaan kinerja sepanjang tahun buku 2025, Komite Audit tidak mengalami kendala dan atau tantangan yang signifikan yang dapat mempengaruhi pelaksanaan tugas, tanggung jawab, dan wewenang Komite Audit. Komite Audit juga menegaskan bahwa pelaksanaan kinerja sepanjang tahun 2025 dapat dilaksanakan secara independen tanpa adanya intervensi dari pihak manapun.

f. Evaluation of Internal Control Effectiveness;
g. Evaluation of Internal Audit Division Performance; and
h. Activity Report on 3D Seismic Acquisition & Processing – WK Pangkah.

6. Conducting Coordination Meetings for the Holding-Subholding Audit Committee.
7. Attending 24 BOC Meetings as requested by the Board of Commissioners.

Implementation of Other Audit Committee Activities in the Preparation and Publication of Annual Financial Statement

The Company's Audit Committee plays an important role in ensuring the quality of the preparation and publication of the Annual Financial Statements. Other activities carried out by the Audit Committee in this process include:

1. Being directly involved in the development of the financial statement audit process, namely through the participation of the Audit Committee since the kick-off meeting and at every progress meeting discussing the audit of the financial statements for December 31, 2024;
2. Independently reviewing and providing input/corrections on draft financial statements, both unaudited and audited, interim and year-end, before the financial statements are published; and
3. Establishing and maintaining direct communication with the Public Accounting Firm (KAP), if necessary.

Various activities undertaken by the Audit Committee in the preparation and publication of the Company's Annual Financial Report reflect the Audit Committee's responsibility to ensure the transparency and accountability of the Company's annual financial reports in accordance with GCG principles.

Performance Implementation Challenges/ Obstacles and Mitigation Strategies

In implementing its performance throughout the 2025 fiscal year, the Audit Committee did not encounter any significant challenges or obstacles that could affect the implementation of the Audit Committee's duties, responsibilities, and authorities. The Audit Committee also emphasized that its performance throughout 2025 could be carried out independently without interference from any party.

Kebijakan, Frekuensi, dan Kehadiran Rapat Komite Audit

Policy, Frequency, and Attendance of Audit Committee Meetings

33 Kali | Times

Rapat Komite Audit di Tahun 2025
Audit Committee Meetings in 2025

Piagam Komite Audit mengatur kebijakan rapat Komite Audit sekurang-kurangnya sekali dalam satu bulan. Selama tahun 2025, Komite Audit telah menyelenggarakan rapat sebanyak 33 kali, dalam rangka menindaklanjuti disposisi Dewan Komisaris dan menjalankan tugas-tugas Komite dengan tingkat kehadiran sebagai berikut:

The Audit Committee Charter stipulates that the Audit Committee must hold meetings at least once a month. During 2025, the Audit Committee held 33 meetings to follow up on the Board of Commissioners' dispositions and perform the Committee's duties, with the following attendance rates:

Nama Name	Jabatan di Komite Position in the Committee	Jumlah Rapat Sesuai Masa Tugas Number of Meetings During the Term of Office	Kehadiran Attendance	Persentase (%) Percentage (%)
Conny Lolyta Rumondor	Ketua Chairperson	9	9	100
Dini Shanti Purwono	Ketua Chairperson	24	24	100
Widjono Hardjanto	Anggota Member	9	9	100
Abdullah Aufa Fuad	Anggota Member	24	24	100
Fajar Ariwinadi	Anggota Member	33	33	100
Yan Rahadian	Anggota Member	33	33	100
Widya Perwitasari	Anggota Member	9	9	100
Rini Yulius	Anggota Member	24	24	100

Keterangan | Note:
Masa jabatan Ketua dan Anggota Komite Audit mengacu kepada tabel Perubahan Komposisi Komite Audit
The terms of office of the Chairman and Members of the Audit Committee refer to the table of Changes in the Composition of the Audit Committee

AGENDA RAPAT INTERNAL KOMITE AUDIT
Audit Committee Internal Meeting Agenda

No.	Tanggal Rapat Date	Peserta Rapat Attendees	Agenda Rapat Meeting Agenda
1.	30 Januari 2025 January 30, 2025	Ketua dan Anggota Komite Audit Chairperson and Members of the Audit Committee	Laporan Manajemen Periode Desember 2024 Management Report for the Period of December 2024
2.	7 Februari 2025 February, 7 2025	Ketua dan Anggota Komite Audit, Internal Audit Chairperson and Members of the Audit Committee, Internal Audit	1. LHA atas Pengelolaan Niaga Gas di PT Pertamina Gas (Pertagas) serta Bisnis Regasifikasi dan Operation & Maintenance di PT Perta Arun Gas (PAG) 2. LHA atas Perencanaan, Pelaksanaan, dan Realisasi Pengadaan Barang dan Jasa di PT Saka Energi Indonesia (SEI) (Suissen-1 dan Jumpeline) 1. Audit Report on the Management of Gas Trading at PT Pertamina Gas (Pertagas), as well as the Regasification Business and Operation & Maintenance at PT Perta Arun Gas (PAG) 2. Audit Report on the Planning, Implementation, and Realization of Procurement of Goods and Services at PT Saka Energi Indonesia (SEI) (Suissen-1 and Jumpeline)
3.	17 Februari 2025 February 17, 2025	Ketua dan Anggota Komite Audit, Treasury, FCMA Chairperson and Members of the Audit Committee, Treasury, FCMA	Laporan Hasil Pengadaan Jasa Pemeringkat Kredit Untuk Tingkat Kesehatan Perusahaan Periode 2024 Report on the Procurement of Credit Rating Services for the 2024 Company Health Level Assessment
4.	5 Maret 2025 March 5, 2025	Ketua dan Anggota Komite Audit Chairperson and Members of the Audit Committee	Usulan Revisi RJPP 2025 – 2029, Suplemen hingga 2034 dan Program Strategis Korporat 2025 Proposed Revision of the RJPP 2025–2029, including the Supplement through 2034 and the 2025 Corporate Strategic Program
5.	7 Maret 2025 March 7, 2025	Ketua dan Anggota Komite Audit Chairperson and Members of the Audit Committee	Laporan Manajemen Periode Januari 2025 Management Report for the Period of January 2025
6.	7 Maret 2025 March 7, 2025	Ketua dan Anggota Komite Audit, Internal Audit Chairperson and Members of the Audit Committee, Internal Audit	1. Laporan Pengelolaan Pengaduan Subholding Gas 2024 dari PT Pertamina (Persero) 2. Laporan Hasil Audit Triwulan IV tahun 2024 1. Report on the Management of Complaints of Gas Subholding 2024 from PT Pertamina (Persero) 2. Audit Report for Q4 of 2024
7.	13 Maret 2025 March 13, 2025	Ketua dan Anggota Komite Audit, Internal Audit Chairperson and Members of the Audit Committee, Internal Audit	Status Tindak Lanjut Rekomendasi Internal Audit Division (IAD) PGN di PT Pertagas Status of Follow-Up Actions on the Recommendations of PT PGN Tbk's Internal Audit Division (IAD) at PT Pertagas
8.	17 Maret 2025 March 17, 2025	Ketua dan Anggota Komite Audit, Internal Audit Chairperson and Members of the Audit Committee, Internal Audit	Informasi kelanjutan Pekerjaan 3D Seismik WK Pangkah di PT Saka Energi Indonesia (SEI) – ("Seismik 3D Pangkah") Information on the Continuation of 3D Seismic Activities in the Pangkah Work Area at PT Saka Energi Indonesia (SEI) ("Pangkah 3D Seismic")
9.	19 Maret 2025 March 19, 2025	Ketua dan Anggota Komite Audit Chairperson and Members of the Audit Committee	1. Pertanyaan KAP mengenai Independensi, *Fraud*, dan Kepatuhan terhadap Hukum dan Peraturan 2. Laporan Manajemen Periode Februari 2025 1. Inquiries by the Public Accounting Firm concerning Independence, Fraud, and Compliance with Applicable Laws and Regulations 2. Management Report for the Period of January 2025
10.	10 April 2025 April 10, 2025	Ketua dan Anggota Komite Audit Chairperson and Members of the Audit Committee	Revisi RKAP 2025 Revision of the 2025 RKAP
11.	15 April 2025 April 15, 2025	Ketua dan Anggota Komite Audit Chairperson and Members of the Audit Committee	Tanggapan atas Penyampaian dan Persetujuan Laporan Tahunan dan Laporan Keberlanjutan 2024 Response to the Submission and Approval of the 2024 Annual Report and Sustainability Report
12.	16 April 2025 April 16, 2025	Ketua dan Anggota Komite Audit Chairperson and Members of the Audit Committee	*Review* Laporan Keuangan Konsolidasian Tahun 2024 dan *Review* Laporan Keuangan PUMK Tahun 2024 Review of the 2024 Consolidated Financial Statements and Review of the 2024 PUMK Financial Statements
13.	21 April 2025 April 21, 2025	Ketua dan Anggota Komite Audit Chairperson and Members of the Audit Committee	Laporan Realisasi RKAP Triwulan I Tahun 2025 dan Laporan Manajemen Periode Maret 2025 Report on the RAKP Realization for Q1 of 2025 and Management Report for the Period of March 2025

No.	Tanggal Rapat Date	Peserta Rapat Attendees	Agenda Rapat Meeting Agenda
14.	5 Mei 2025 May 5, 2025	Ketua dan Anggota Komite Audit Chairperson and Members of the Audit Committee	Evaluasi Kinerja KAP Tahun Buku 2024 Performance Evaluation of Public Accounting Firms for the 2024 Fiscal Year
15.	7 Mei 2025 May 7, 2025	Ketua dan Anggota Komite Audit Chairperson and Members of the Audit Committee	Laporan Realisasi RKAP Tahun Buku 2024 *Audited* Audited Report on the RKAP Realization for the 2024 Fiscal Year
16.	4 Juni 2025 June 4, 2025	Ketua dan Anggota Komite Audit Chairperson and Members of the Audit Committee	Laporan Kegiatan Internal Audit Triwulan I Tahun 2025 Report on Internal Audit Activities for Q1 of 2025
17.	30 Juni 2025 June 30, 2025	Ketua dan Anggota Komite Audit Chairperson and Members of the Audit Committee	Laporan Prosedur yang Disepakati atas Laporan Hasil Evaluasi Kinerja KPI Kolegial dan Individual Direksi PGN Tahun Buku 2024 Report on the Agreed Procedures for the Performance Evaluation Report of the Collegial and Individual KPIs of PGN's Board of Directors for the 2024 Fiscal Year
18.	9 Juli 2025 July 9, 2025	Ketua dan Anggota Komite Audit Chairperson and Members of the Audit Committee	Penunjukan KAP TB 2025 pasca RUPS Appointment of the Public Accounting Firm TB for 2025 Following the GMS
19.	21 Juli 2025 July 21, 2025	Ketua dan Anggota Komite Audit Chairperson and Members of the Audit Committee	Laporan Manajemen Periode Juni 2025 Management Report for the Period of June 2025
20.	22 Juli 2025 July 22, 2025	Ketua dan Anggota Komite Audit Chairperson and Members of the Audit Committee	Laporan Realisasi RKAP Triwulan II Tahun 2025 PGN Report on the PGN RAKP Realization for Q2 of 2025
21.	24 Juli 2025 July 24, 2025	Ketua dan Anggota Komite Audit Chairperson and Members of the Audit Committee	Rekomendasi Komite Audit terkait Pengadaan Kantor Akuntan Publik untuk Pekerjaan *Agreed-Upon Procedure* Peringkat Komposit Risiko ('PKR') Tahun Buku 2023, 2024 dan 2025. Appointment of a Public Accounting Firm for Agreed-Upon Procedures on the Composite Risk Rating (PKR) for the 2023, 2024, and 2025 Fiscal Years.
22.	8 Agustus 2025 August 8, 2025	Ketua dan Anggota Komite Audit Chairperson and Members of the Audit Committee	Laporan Hasil Audit Pernyataan Standar Audit (PSA) 62 Tahun Buku 2024 Audit Report in accordance with Statement on Auditing Standards (PSA) 62 for the 2024 Financial Year
23.	15 Agustus 2025 August 15, 2025	Ketua dan Anggota Komite Audit Chairperson and Members of the Audit Committee	Laporan *Update* Status Piutang Subholding Gas per 31 Maret 2025 Update Report on the Status of the Gas Subholding's Receivables as of 31 March 2025
24.	25 Agustus 2025 August 25, 2025	Ketua dan Anggota Komite Audit Chairperson and Members of the Audit Committee	Laporan Kegiatan Internal Audit Triwulan II Tahun 2025 Report on Internal Audit Activities for Q2 of 2025
25.	11 September 2025 September 11, 2025	Ketua dan Anggota Komite Audit Chairperson and Members of the Audit Committee	1. Perkenalan dan Mekanisme Kerja Komite Audit; 2. Pending Tugas Komite Audit; 3. Lain-lain 1. Introduction and Working Mechanism of the Audit Committee; 2. Pending Tasks of the Audit Committee; 3. Others
26.	25 September 2025 September 25, 2025	Ketua dan Anggota Komite Audit, Internal Audit Chairperson and Members of the Audit Committee, Internal Audit	Laporan Hasil Audit Triwulan II Tahun 2025 Audit Report for Q2 of 2025
27.	15 Oktober 2025 October 15, 2025	Ketua dan Anggota Komite Audit, Internal Audit Chairperson and Members of the Audit Committee, Internal Audit	Laporan Hasil Audit Triwulan II Tahun 2025 Audit Report for Q2 of 2025
28.	15 Oktober 2025 October 15, 2025	Ketua Komite Audit, Anggota Komite Audit, Direktur Keuangan, Treasury Chairperson and Members of the Audit Committee, Director of Finance, Treasury	*Update* Status Piutang PGN per 30 Juni 2025 Update on the Status of PGN's Receivables as of 30 June 2025
29.	15 Oktober 2025 October 15, 2025	Ketua Komite Audit, Anggota Komite Audit, Anggota Komite NRGCG, Sekretaris Perusahaan, CSR Chairperson and Members of the Audit Committee, NRGCG Committee Members, Corporate Secretary, CSR	*Update* Program TJSL dan Keuangan Program PUMK PGN Update on the TJSL Program and the Financial Position of PGN's PUMK Program

No.	Tanggal Rapat Date	Peserta Rapat Attendees	Agenda Rapat Meeting Agenda
30	23 Oktober 2025 October 23, 2025	Ketua dan Anggota Komite Audit, Internal Audit Chairperson and Members of the Audit Committee, Internal Audit	1. Laporan Realisasi Triwulan III/2025 dan 2. Laporan Manajemen Periode September 2025 3. Laporan Revisi RKAP 2025 revisi 2 4. Laporan Keuangan per 30 September 2025 1. Q3 of 2025 Realization Report 2. Management Report for September of 2025 3. Second Revision of the 2025 RKAP Report 4. Financial Statements as of 30 September 2025
31.	14 November 2025 November 14, 2025	Ketua dan Anggota Komite Audit, Internal Audit Chairperson and Members of the Audit Committee, Internal Audit	Laporan Kegiatan Internal Audit Triwulan III/2025 dan Piagam Internal Audit Tahun 2025 Report on Internal Audit Activities for Q3 of 2025 and Internal Audit Charter for 2025
32.	4 Desember 2025 December 4, 2025	Ketua dan Anggota Komite Audit, Chairperson and Members of the Audit Committee	Laporan *Update* Kegiatan 3D Seismic Acquisition & Processing – WK Pangkah Update Report on 3D Seismic Acquisition & Processing Activities – Pangkah Work Area
33.	5 Desember 2025 December 5, 2025	Ketua dan Anggota Komite Audit Chairperson and Members of the Audit Committee	Permohonan Persetujuan Transaksi Pengalihan Data WNTS - Pemping antara PGN dan PLN EPI dan Pernyataan KAP EY Request for Approval of the Data Transfer Transaction of WNTS - Pemping between PGN and PLN EPI and the Statement of EY Public Accounting Firm

AGENDA RAPAT KOMITE AUDIT DENGAN AKUNTAN PUBLIK/PIHAK TERKAIT LAINNYA
Audit Committee Meeting Agenda with Public Accountant/Other Relevant Parties

No.	Tanggal Rapat Date	Peserta Rapat Attendees	Agenda Rapat Meeting Agenda
1.	6 Januari 2025 January 6, 2025	Komite Audit, Direktur Keuangan AP, KAP EY Audit Committee, Director of Finance PA, PAF EY	*Kick off meeting* laporan keuangan 31 Desember 2024 Kick-off meeting on the Financial Statements as of December 31, 2024
2.	21 Januari 2025 January 21, 2025	Komite Audit, Direktur Keuangan AP, KAP EY Audit Committee, Director of Finance PA, PAF EY	*Progress meeting* I Laporan Keuangan 31 Desember 2024 Progress meeting I on the Financial Statements as of December 31, 2024
3.	31 Januari 2025 January 31, 2025	Komite Audit, Direktur Keuangan AP, KAP EY Audit Committee, Director of Finance PA, PAF EY	*Progress meeting* II Laporan Keuangan 31 Desember 2024 Progress meeting II on the Financial Statements as of December 31, 2024
4.	11 Februari 2025 February 11, 2025	Komite Audit, Direktur Keuangan AP, KAP EY Audit Committee, Director of Finance PA, PAF EY	*Progress meeting* III Laporan Keuangan 31 Desember 2024 Progress meeting III on the Financial Statements as of December 31, 2024
5.	21 Februari 2025 February 21, 2025	Komite Audit, Direktur Keuangan AP, KAP EY Audit Committee, Director of Finance PA, PAF EY	*Progress meeting* IV Laporan Keuangan 31 Desember 2024 Progress meeting IV on the Financial Statements as of December 31, 2024
6.	4 Maret 2025 March 4, 2025	Komite Audit, Direktur Keuangan dan tim, KAP EY Komite Audit, Direktur Keuangan dan tim, KAP EY	*Progress meeting* V Laporan Keuangan 31 Desember 2024 Progress meeting V on the Financial Statements as of December 31, 2024
7.	20 Maret 2025 March 20, 2025	Komite Audit dan KAP EY Audit Committee and PAF EY	*Key Audit Matters* ("KAM") Laporan Keuangan per 31 Desember 2024 dan Closing Meeting Program Pendanaan Usaha Mikro dan Usaha Kecil Program Tanggung Jawab Sosial dan Lingkungan PGN Key Audit Matters (KAM) of the Financial Statements as of 31 December 2024 and the Closing Meeting of PGN's Micro and Small Business Financing Program under the Social and Environmental Responsibility Program

No.	Tanggal Rapat Date	Peserta Rapat Attendees	Agenda Rapat Meeting Agenda
8.	27 Agustus 2025 August 27, 2025	Komite Audit, Dit. Keuangan, Satker, Direktur Keuangan AP, KAP EY Audit Committee, Directorate of Finance, Working Units, Director of Finance PA, PAF EY	*Closing* Laporan Keuangan 30 Juni 2025 Closing on the Financial Statements as of 31 June 2025
9.	15 Oktober 2025 October 15, 2025	Komite Audit, Dit. Keuangan, Satker, Direktur Keuangan AP, KAP EY Audit Committee, Directorate of Finance, Working Units, Director of Finance PA, PAF EY	*Kick-Off Meeting* Audit Laporan Keuangan Konsolidasian PGN Tahun Buku 2025 Kick-off meeting on the Audit of PGN's Consolidated Financial Statements for Financial Year 2025
10.	31 Oktober 2025 October 31, 2025	Komite Audit, Dit. Keuangan, Satker, Direktur Keuangan AP, KAP EY Audit Committee, Directorate of Finance, Working Units, Director of Finance PA, PAF EY	*Monitoring Progress Meeting* II Audit Laporan Keuangan (Interim) Tahun Buku 2025 Monitoring Progress Meeting II on the Audit of the (Interim) Financial Statements for Financial Year 2025
11.	14 November 2025 November 14, 2025	Komite Audit, Dit. Keuangan, Satker, Direktur Keuangan AP, KAP EY Audit Committee, Directorate of Finance, Working Units, Director of Finance PA, PAF EY	*Monitoring Progress Meeting* III Audit Laporan Keuangan (Interim) Tahun Buku 2025 Monitoring Progress Meeting III on the Audit of the (Interim) Financial Statements for Financial Year 2025
12.	28 November 2025 November 28, 2025	Komite Audit, Dit. Keuangan, Satker, Direktur Keuangan AP, KAP EY Audit Committee, Directorate of Finance, Working Units, Director of Finance PA, PAF EY	*Monitoring Progress Meeting* IV Audit Laporan Keuangan (Interim) Tahun Buku 2025 Monitoring Progress Meeting IV on the Audit of the (Interim) Financial Statements for Financial Year 2025

KOMITE NOMINASI, REMUNERASI, DAN GCG

NOMINATION, REMUNERATION, AND GCG COMMITTEE

Perubahan Komposisi Anggota Komite Nominasi, Remunerasi dan GCG

Changes in the Composition of the Nomination, Remuneration, and CGC Committee

Periode 1 Januari – 25 Maret 2025 | Period of January 1 - March 25, 2025

Ketua/Komisaris Independen Chairperson/Independent Commissioner	Christian H. Siboro
Anggota/Komisaris Member/Commissioner	Luky Alfirman
Anggota Member	Vera Sujatna
Anggota Member	Pradono Wicaksono
Anggota Member	Simon L. Himawan

Periode 26 Maret – 15 April 2025 | Period of March 26 - April 15, 2025

Ketua/Komisaris Independen Chairperson/Independent Commissioner	Christian H. Siboro
Anggota Member	Vera Sujatna
Anggota Member	Pradono Wicaksono
Anggota Member	Simon L. Himawan

Periode 16 April – 30 April 2025 | Period of April 16 - April 30, 2025

Ketua/Komisaris Independen Chairperson/Independent Commissioner	Christian H. Siboro
Anggota Member	Yuli Kristiyono
Anggota Member	Noviardy Fachruddin
Anggota Member	Simon L. Himawan

Periode 1 Mei – 27 Agustus 2025 | Period of May 1 - August 27, 2025

Ketua/Komisaris Independen Chairperson/Independent Commissioner	Christian H. Siboro
Anggota Member	Yuli Kristiyono
Anggota Member	Noviardy Fachruddin

Periode 27 Agustus – 31 Agustus 2025 | Period of August 27 - August 31, 2025

Anggota Member	Yuli Kristiyono
Anggota Member	Noviardy Fachruddin

Periode 1 September – 8 September 2025 | Period of September 1 - September 8, 2025

Ketua/Komisaris Independen Chairperson/Independent Commissioner	Tony Setia Boedi Hoesodo
Anggota/Komisaris Member/Commissioner	Edward Omar Syarif Hiariej
Anggota Member	Yuli Kristiyono
Anggota Member	Noviardy Fachruddin

Periode 9 September – 31 Desember 2025 | Period of September 9 - December 31, 2025

Ketua/Komisaris Independen Chairperson/Independent Commissioner	Tony Setia Boedi Hoesodo
Anggota/Komisaris Member/Commissioner	Edward Omar Syarif Hiariej
Anggota Member	Yuli Kristiyono
Anggota Member	Noviardy Fachruddin
Anggota Member	Kus Maryanto

Profil Komite Nominasi, Remunerasi dan GCG per 31 Desember 2025

Profile of Nomination, Remuneration, and GCG Committee as of December 31, 2025

Tony S. B. Hoesodo - Ketua Komite Nominasi, Remunerasi dan GCG | Chairperson of Nomination, Remuneration, and CGC Committee
(1 September 2025-sekarang) | (September 1, 2025 - present)

Dasar hukum penugasan sebagai Ketua Komite Nominasi, Remunerasi dan GCG adalah Surat Keputusan Dewan Komisaris PT Perusahaan Gas Negara Tbk Nomor Kep-19/D-KOM/2024 tanggal 1 September 2025 tentang Pembagian Tugas Dewan Komisaris PT Perusahaan Gas Negara Tbk.	Legal basis for the assignment as the Chairperson of the Nomination, Remuneration, and CGC Committee is the Decree of the Board of Commissioners of PT Perusahaan Gas Negara Tbk Number Kep-19/D-KOM/2025 dated September 1, 2025 on the Division of Duties of the Board of Commissioners of PT Perusahaan Gas Negara Tbk.
Tony S. B. Hoesodo juga merupakan Komisaris Independen PGN. Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris di Bab Profil Perusahaan dalam Laporan Tahunan ini.	Tony S. B. Hoesodo is also an Independent Commissioner of PGN. His profile can be found in the Board of Commissioners Profile section in the Company Profile Chapter of this Annual Report.

Edward Omar Sharif Hiariej - Anggota Komite Nominasi, Remunerasi dan GCG | Member of Nomination, Remuneration, and CGC Committee
(1 September 2025-sekarang) | (September 1, 2025 - present)

Dasar hukum penugasan sebagai Anggota Komite Nominasi, Remunerasi dan GCG adalah Surat Keputusan Dewan Komisaris PT Perusahaan Gas Negara Tbk Nomor Kep-19/D-KOM/2024 tanggal 1 September 2025 tentang Pembagian Tugas Dewan Komisaris PT Perusahaan Gas Negara Tbk.	Legal basis for the assignment as a Member of the Nomination, Remuneration, and CGC Committee is the Decree of the Board of Commissioners of PT Perusahaan Gas Negara Tbk Number Kep-19/D-KOM/2025 dated September 1, 2025 on the Division of Duties of the Board of Commissioners of PT Perusahaan Gas Negara Tbk.
Edward Omar Sharif Hiariej juga merupakan Komisaris PGN. Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris di Bab Profil Perusahaan dalam Laporan Tahunan ini.	Edward Omar Sharif Hariej is also a Commissioner of PGN. His profile can be found in the Board of Commissioners Profile section in the Company Profile Chapter of this Annual Report.

Yuli Kristiyono - Anggota Komite Nominasi, Remunerasi dan GCG | Member of Nomination, Remuneration, and CGC Committee
(16 April 2025-sekarang) | (April 16, 2025 - present)

Warga Negara Indonesia, lahir di Banjarnegara, 25 Juli 1963. Usia 62 tahun per 31 Desember 2025. Domisili Jabodetabek.	Indonesian citizen, born in Banjarnegara on July 25, 1963. 62 years old as of December 31, 2025. Domiciled in the Greater Jakarta area.
Dasar hukum penugasan sebagai Anggota Komite Nominasi, Remunerasi dan GCG adalah Keputusan Dewan Komisaris PT Perusahaan Gas Negara Tbk Nomor Kep-07/D-KOM/2020 tanggal 24 Maret 2025 tentang Pengangkatan Saudara Yuli Kristiyono sebagai Anggota Komite Nominasi, Remunerasi dan GCG PT Perusahaan Gas Negara Tbk.	Legal basis for the assignment as a Member of the Nomination, Remuneration, and CGC Committee is the Decree of the Board of Commissioners of PT Perusahaan Gas Negara Tbk Number Kep-07/D-KOM/2025 dated March 24, 2025 on the Appointment of Yuli Kristiyono as a Member of the Nomination, Remuneration, and CGC Committee of PT Perusahaan Gas Negara Tbk.
Pendidikan: Diploma IV Akuntansi dari Sekolah Tinggi Akuntansi Negara.	Education: Diploma IV in Accounting, the State College of Accountancy
Sertifikasi: Certified Governance Oversight Professional (CGOP).	Certification: Certified Governance Oversight Professional (CGOP)
Riwayat Pekerjaan: menjabat sebagai Direktur Kepatuhan Internal dan Transformasi Sumber Daya Aparatur (KITSDA) di Direktorat Jenderal Pajak (DJP) (2021-2023), Direktur Penegakan Hukum di DJP (2017-2021), Kepala Kantor Wilayah di DJP Yogyakarta (2016 - 2017), dan Direktur Intelijen dan Penyidikan di DJP (2004 - 2012).	Work Experience: served as Director of Internal Compliance and Apparatus Resource Transformation (KITSDA) at the Directorate General of Taxes (2021–2023), Director of Law Enforcement at the Directorate General of Taxes (2017–2021), Regional Office Head at the Yogyakarta Regional Office of the Directorate General of Taxes (2016–2017), and Director of Intelligence and Investigation at the Directorate General of Taxes (2004–2012).
Rangkap jabatan: Tidak merangkap jabatan sebagai anggota Dewan Komisaris, dan/atau anggota Direksi, serta jabatan lainnya.	Concurrent position: Having no concurrent positions as a member of the Board of Commissioners, and/or a member of the Board of Directors, as well as other positions.

Noviardy Fachruddin - Anggota Komite Nominasi, Remunerasi dan GCG | Member of Nomination, Remuneration, and CGC Committee
(16 April 2025-sekarang) | (April 16, 2025 - present)

Warga Negara Indonesia, lahir di Bandung, 14 November 1968. Usia 57 tahun per 31 Desember 2025. Domisili Jabodetabek.	Indonesian Citizen, born in Bandung on November 14, 1968. 57 years old as of December 31, 2025. Domiciled in the Greater Jakarta area.
Dasar hukum penugasan sebagai Anggota Komite Nominasi, Remunerasi dan GCG adalah Keputusan Dewan Komisaris PT Perusahaan Gas Negara Tbk Nomor Kep-06/D-KOM/2020 tanggal 24 Maret 2025 tentang Pengangkatan Saudara Noviardy Fachruddin sebagai Anggota Komite Nominasi, Remunerasi dan GCG PT Perusahaan Gas Negara Tbk.	Legal basis for the assignment as a Member of the Nomination, Remuneration, and CGC Committee is the Decree of the Board of Commissioners of PT Perusahaan Gas Negara Tbk Number Kep-06/D-KOM/2025 dated March 24, 2025 on the Appointment of Noviardy Fachruddin as a Member of the Nomination, Remuneration, and CGC Committee of PT Perusahaan Gas Negara Tbk.
Pendidikan: Diploma III Sastra Inggris dari Universitas Padjadjaran.	Education: Diploma III in English Literature, Padjajaran University

Sertifikasi: Certified Governance Oversight Professional (CGOP).	Certification: Certified Governance Oversight Professional (CGOP)
Riwayat Pekerjaan: menjabat sebagai Direktur di PT Dhirajaya Garda Indonesia (2023-2024), Kepala Divisi HR Consulting & Integrated System di Kukelola (2016 - 2023), dan Kepala Cabang Senior di PT Asuransi Astra (2003 - 2016).	Work Experience: served as Director at PT Dhirajaya Garda Indonesia (2023–2024), Head of HR Consulting & Integrated System Division at Kukelola (2016–2023), and Senior Branch Head at PT Asuransi Astra (2003–2016).
Rangkap jabatan: Tidak merangkap jabatan sebagai anggota Dewan Komisaris, dan/atau anggota Direksi, serta jabatan lainnya.	Concurrent position: Having no concurrent positions as a member of the Board of Commissioners, and/or a member of the Board of Directors, as well as other positions.

Kus Maryanto - Anggota Komite Nominasi, Remunerasi dan GCG | Member of Nomination, Remuneration, and CGC Committee
(9 September-31 Desember 2025) | (September 9 - December 31, 2025)

Dasar hukum penugasan sebagai Anggota Komite Nominasi, Remunerasi dan GCG adalah Surat Keputusan Dewan Komisaris Nomor Kep-21/D-KOM/2025 tanggal 9 September 2025 perihal Pengangkatan Saudara Kus Maryanto sebagai Anggota Komite Nominasi, Remunerasi dan GCG PT Perusahaan Gas Negara Tbk.	Legal basis for the assignment as a Member of the Nomination, Remuneration, and CGC Committee is the Decree of the Board of Commissioners of PT Perusahaan Gas Negara Tbk Number Kep-21/D-KOM/2020 dated September 9, 2025 on the Appointment of Kus Maryanto as a Member of the Nomination, Remuneration, and CGC Committee of PT Perusahaan Gas Negara Tbk.
Kus Maryanto kemudian diangkat menjadi Sekretaris Dewan Komisaris tanggal 1 Januari 2026. Profil beliau dapat dilihat pada bagian Profil Sekretaris Dewan Komisaris di Bab GCG dalam Laporan Tahunan ini.	Kus Maryanto was then appointed as Secretary to the Board of Commissioners on January 1, 2026. His profile can be found in the Board of Commissioners' Secretary Profile section in the CGC Chapter of this Annual Report.

Independensi Komite Nominasi, Remunerasi dan GCG

Independence of the Nomination, Remuneration, and GCG Committee



>50%

Anggota Komite Nominasi, Remunerasi dan GCG adalah Independen
of the Members of Nomination, Remuneration, and GCG Committee are independent

Komite Nominasi, Remunerasi dan GCG diketuai Komisaris Independen, memiliki satu orang anggota yang merupakan anggota Dewan Komisaris dan tiga orang profesional/ independen dari luar Perseroan. Melalui komposisi ini, PGN memastikan bahwa keanggotaan Komite Nominasi, Remunerasi dan GCG sebagian besar (lebih dari 50%) adalah independen yang disertai dengan adanya anggota eksternal yang memenuhi kriteria independen.

Susunan keanggotaan tersebut telah memenuhi ketentuan Peraturan Otoritas Jasa Keuangan Nomor 34/ POJK.04/2014. Komite Nominasi, Remunerasi dan GCG menjalankan tugas dan tanggung jawabnya secara profesional dan independen, tanpa campur tangan dari pihak manapun yang tidak sesuai dengan Peraturan Perundang-undangan. Pernyataan mengenai independensi Komite Nominasi, Remunerasi dan GCG dapat terlihat melalui tabel berikut:

The Nomination, Remuneration and GCG Committee is chaired by an Independent Commissioner and consists of one member from the Board of Commissioners and three professionals/independent members from outside the Company. Through this composition, PGN ensures that the majority (more than 50%) of the Nomination, Remuneration and GCG Committee members are independent, including external members who meet the independence criteria.

This composition complies with the provisions of Financial Services Authority Regulation Number 34/POJK.04/2014. The Nomination, Remuneration and GCG Committee carries out its duties and responsibilities in a professional and independent manner, free from any undue influence contrary to prevailing laws and regulations. The statement of independence of the Nomination, Remuneration and GCG Committee is presented in the following table:

No.	Pernyataan Independensi Independence Statement	Tony S.B. Hoesodo	Christian H. Siboro	Vera Adjas	Pradono Wicaksono	Simon L. Himawan	Yuli Kristiyono	Noviardy Fachruddin	Kus Maryanto
1	Tidak bekerja atau memiliki wewenang untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perseroan dalam enam bulan terakhir Not working, nor has authority to plan, lead, control, or supervise the Company's activities in the last six months.	✓	✓	✓	✓	✓	✓	✓	✓
2	Tidak secara langsung ataupun tidak langsung memiliki saham di Perseroan. Not directly or indirectly own shares in the Company	✓	✓	✓	✓	✓	✓	✓	✓
3	Tidak memiliki hubungan afiliasi dengan Perseroan atau pemegang saham utama/pengendali atau salah satu anggota Dewan Komisaris atau Direksi. Has no affiliated relationships with the Company or majority/controlling shareholders, or one of members of the Board of Commissioners or the Board of Directors	✓	✓	✓	✓	✓	✓	✓	✓
4	Tidak memiliki hubungan kerja/ profesional langsung atau tidak langsung dengan Perseroan. Has no direct or indirect work/ professional relationships with the Company	✓	✓	✓	✓	✓	✓	✓	✓

Keterangan | Note :
Masa jabatan Ketua dan Anggota Komite Nominasi, Remunerasi dan GCG mengacu kepada tabel Perubahan Komposisi Komite Nominasi, Remunerasi dan GCG.
The terms of office of the Chairman and Members of the Nomination, Remuneration, and GCG Committee refer to the table of Changes in the Composition of the Nomination, Remuneration, and GCG Committee.

Piagam Komite Nominasi, Remunerasi dan GCG

Komite Nominasi, Remunerasi dan GCG menjalankan tugas dan tanggung jawabnya dengan berpedoman pada Piagam Komite Nominasi, Remunerasi dan GCG PGN yang ditetapkan pertama kali pada 1 Juni 2018. Piagam ini telah diperbarui dan ditetapkan kembali pada tanggal 18 Januari 2024.

Piagam Komite Nominasi, Remunerasi, dan GCG secara lengkap dapat dilihat dalam situs web PGN https://pgn.co.id/tata-kelola.

Periode dan Masa Jabatan

1. Masa tugas Ketua dan anggota Komite NRGCG yang berasal dari anggota Dewan Komisaris adalah maksimal sama dengan masa jabatan Dewan Komisaris yang bersangkutan;
2. Masa Tugas Anggota Komite NRGCG yang bukan berasal dari anggota Dewan Komisaris paling lama tiga tahun dan dapat diperpanjang satu kali selama dua tahun masa jabatan; dan
3. Pengakhiran masa tugas Ketua dan Anggota Komite NRGCG dapat dilakukan sewaktu-waktu berdasarkan hasil keputusan rapat Dewan Komisaris.

Nomination, Remuneration, and GCG Committee Charter

The Nomination, Remuneration, and GCG Committee carries out its duties and responsibilities in accordance with the PGN Nomination, Remuneration, and GCG Committee Charter, which was first established on June 1, 2018. This charter was updated and re-established on January 18, 2024.

The complete Nomination, Remuneration, and GCG Committee Charter can be found on the PGN website at https://pgn.co.id/tata-kelola.

Period and Term of Office

1. The term of office of the Chairperson and Members of the NRGCG Committee who are members of the Board of Commissioners must not exceed the term of office of said Board of Commissioners.
2. The term of office of NRGCG Committee Members who are not members of the Board of Commissioners is a maximum of three years and may be extended once for a two-year term.
3. The term of office of the Chairperson and Members of the NRGCG Committee may be terminated at any time based on the resolution of the Board of Commissioners.

Tugas dan Tanggung Jawab Komite Nominasi, Remunerasi dan GCG

Pelaksanaan tugas Komite Nominasi, Remunerasi dan GCG merujuk pada:

1. Peraturan Otoritas Jasa Keuangan Nomor 21/POJK.04/2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka, Surat Edaran OJK Nomor 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka;
2. Peraturan OJK Nomor 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik dan mengacu kepada Peraturan Menteri Badan Usaha Milik Negara Nomor PER-1/MBU/03/2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara;
3. Peraturan Menteri Badan Usaha Milik Negara Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara; dan
4. Peraturan Menteri Badan Usaha Milik Negara Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.

Berdasarkan Piagam Komite Nominasi, Remunerasi dan GCG, Komite Nominasi, Remunerasi dan GCG memiliki tugas untuk memberikan tanggapan, rekomendasi, dan saran kepada Dewan Komisaris terhadap laporan atau hal-hal yang disampaikan oleh Direksi kepada Dewan Komisaris, mengidentifikasi hal-hal yang memerlukan perhatian Dewan Komisaris, dan melaksanakan tugas-tugas lain yang berkaitan dengan tugas Dewan Komisaris, antara lain meliputi:

a. Fungsi Nominasi:
    1. Melakukan *review* secara berkala atas Sistem Pengelolaan Talenta (*Talent Management System*) perusahaan serta *monitoring* dan evaluasi atas pelaksanaannya;
    2. Melakukan evaluasi terhadap sistem dan prosedur Pengklasifikasian Talenta (*Talent Classification*) yang dilakukan oleh Direksi;
    3. Melakukan validasi dan kalibrasi atas Talenta yang diusulkan oleh Direksi kepada Dewan Komisaris (*Selected Talent*), untuk menghasilkan daftar Talenta yang akan dinominasikan oleh Dewan Komisaris kepada RUPS/Menteri (*Nominated Talent*);
    4. Memberikan usulan calon yang memenuhi syarat sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada Dewan Komisaris untuk disampaikan kepada RUPS sesuai permintaan dari Pemegang Saham Seri A Dwiwarna Perseroan;

Duties and Responsibilities of the Nomination, Remuneration, and GCG Committee

The duties of the Nomination, Remuneration, and GCG Committee include:

1. Financial Services Authority Regulation Number 21/POJK.04/2015 on the Implementation of Corporate Governance Guidelines for Public Companies, and OJK Circular Letter Number 32/SEOJK.04/2015 on Guidelines for Governance of Public Companies.
2. Financial Services Authority Regulation Number 34/POJK.04/2014 on Nomination and Remuneration Committees of Issuers or Public Companies, with reference to the Regulation of State-Owned Enterprises Minister Number PER-1/MBU/03/2023 on Special Assignments and the Social and Environmental Responsibility Program of State-Owned Enterprises.
3. Regulation of State-Owned Enterprises Minister Number PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises
4. Regulation of State-Owned Enterprises Minister Number PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises.

Based on the Charter of the Nomination, Remuneration, and GCG Committee, the Committee is responsible for providing responses, recommendations, and suggestions to the Board of Commissioners regarding reports or matters submitted by the Board of Directors, identifying issues requiring the attention of the Board of Commissioners, and performing other duties related to the responsibilities of the Board of Commissioners, including:

a. Nomination Function:
    1. Conduct periodic reviews of the Company's Talent Management System and monitoring and evaluation of its implementation;
    2. Evaluate the Talent Classification system and procedures carried out by the Board of Directors;
    3. Conduct validation and calibration of the (selected) Talents proposed by the Board of Directors to the Board of Commissioners to prepare a list of Talents to be nominated by the Board of Commissioners to the General Meeting of Shareholders (GMS)/Minister (Nominated Talent);
    4. Submit recommendations of eligible candidates as members of the Board of Directors and/or members of the Board of Commissioners to the Board of Commissioners for onward submission to the GMS, in accordance with the request of the Company's Series A Dwiwarna Shareholder;

5. Melakukan evaluasi dan rekomendasi terhadap calon anggota Direksi dan/atau anggota Dewan Komisaris Anak Perusahaan untuk diajukan kepada Dewan Komisaris;
6. Khusus untuk usulan persetujuan pengangkatan Direktur Utama dan Komisaris Utama Anak Perusahaan, Komite Nominasi, Remunerasi dan GCG memberikan rekomendasi kepada Dewan Komisaris sebagai bahan surat dari Dewan Komisaris kepada Pemegang Saham Seri A Dwiwarna;
7. Melakukan evaluasi atas usulan *Key Performance Indicators* Individu anggota Direksi terkait;
8. Menyiapkan usulan sistem evaluasi kinerja individu bagi anggota Direksi dan/atau anggota Dewan Komisaris;
9. Memberikan rekomendasi kepada Dewan Komisaris untuk persetujuan atas usulan pengangkatan Kepala Internal Audit Division dan Sekretaris Perusahaan;
10. Memberikan rekomendasi kepada Dewan Komisaris untuk masukan atas usulan pengangkatan Pejabat satu tingkat di bawah Direksi Perseroan;
11. Menyiapkan usulan program pengembangan bagi anggota Direksi dan/atau anggota Dewan Komisaris;
12. Memberikan rekomendasi kepada Dewan Komisaris mengenai evaluasi dan masukan Kebijakan serta Program Pengembangan SDM sebagai penyiapan *Talent Pool* di Perseroan; dan
13. Melakukan evaluasi atas usulan Direksi mengenai struktur organisasi Perusahaan.

b. Fungsi Remunerasi:
   1. Memberikan rekomendasi kepada Dewan Komisaris mengenai Remunerasi Pengurus Perseroan yang terdiri dari:
      a. Struktur Remunerasi;
      b. Kebijakan atas Remunerasi; dan
      c. Besaran atas Remunerasi.
   2. Membantu Dewan Komisaris untuk melakukan *self-assessment* dan penilaian kinerja dengan kesesuaian remunerasi yang diterima masing-masing anggota Direksi dan/atau Dewan Komisaris;
   3. Memberikan rekomendasi kepada Dewan Komisaris mengenai masukan tentang sistem Remunerasi untuk Pekerja Perseroan;
   4. Memberikan rekomendasi kepada Dewan Komisaris mengenai usulan penghasilan Sekretaris Dewan Komisaris, Pekerja Sekretariat Dewan Komisaris, dan Anggota Komite Dewan Komisaris dari luar Perusahaan; dan

5. Evaluate and recommend prospective members of the Board of Directors and/or members of the Board of Commissioners of Subsidiaries to be submitted to the Board of Commissioners;
6. For the appointment of President Director and President Commissioner of the Subsidiaries, the Nomination, Remuneration, and GCG Committee provides recommendations to the Board of Commissioners as supporting material for the Board of Commissioners' letter to the Series A Dwiwarna Shareholder;
7. Evaluate the proposed Key Performance Indicators of individual members of the Board of Directors;
8. Propose an individual performance evaluation system for members of the Board of Directors and/or members of the Board of Commissioners/Supervisory Board;
9. Provide recommendations to the Board of Commissioners regarding the approval of the proposed appointment of the Head of Internal Audit Division and the Corporate Secretary;
10. Provide recommendations to the Board of Commissioners for input on the proposed appointment of Officials one level below the Board of Directors of the Company;
11. Prepare proposals of development program for members of the Board of Directors and/or members of the Board of Commissioners;
12. Provide recommendations to the Board of Commissioners regarding the evaluation and input on policies as well as HR Development Programs as preparation for the Talent Pool in the Company;
13. Evaluate the proposal of the Board of Directors regarding the Company's organizational structure.

b. Remuneration Function:
   1. Provide recommendations to the Board of Commissioners regarding the remuneration of the Company's Management, which includes:
      a. Remuneration Structure;
      b. Policy on Remuneration; and
      c. Amount of Remuneration.
   2. Assist the Board of Commissioners in conducting self-assessments and performance evaluations, including assessing the alignment between performance and the remuneration received by each member of the Board of Directors and/or the Board of Commissioners.
   3. Provide recommendations to the Board of Commissioners regarding input on the Remuneration system for the Company's Employees;
   4. Provide recommendations to the Board of Commissioners regarding the proposed salary for the Secretary to the Board of Commissioners, Secretariat Employees of the Board of Commissioners, and Committee Members of the Board of Commissioners from outside the Company; and

5. Melakukan evaluasi atas kebijakan remunerasi bagi pekerja yang membutuhkan persetujuan/tanggapan dari Dewan Komisaris.

c. Fungsi GCG:
   1. Memberikan rekomendasi kepada Dewan Komisaris dalam rangka memantau dan memastikan bahwa GCG telah diterapkan secara efektif dan berkelanjutan terhadap:
      a. Kebijakan dan jalannya pengurusan Perseroan;
      b. Perilaku Etika (*Code of Conduct*);
      c. *Whistleblowing System*;
      d. Benturan Kepentingan (*Conflict of Interest*);
      e. Keterbukaan Informasi;
      f. Kerahasiaan Informasi; dan
      g. Hal lain yang terkait dengan penerapan GCG.
   2. Membantu Dewan Komisaris dalam mengkoordinasikan proses pemilihan asesor GCG oleh Direksi dan proses penilaian penerapan GCG dengan Pihak Penilai (Asesor) agar hasil penilaian sesuai dengan kondisi penerapan GCG di Dewan Komisaris;
   3. Memberikan rekomendasi kepada Dewan Komisaris mengenai masukan perbaikan penerapan GCG berdasarkan hasil pengawasan dan *Assessment*.

d. Fungsi HSSE: Memberikan rekomendasi kepada Dewan Komisaris dengan melakukan penelaahan dan pemberian pandangan, saran serta nasihat terkait Operasional dan Penerapan HSSE dari sisi pengelolaan tata kelola dan Human Capital.

e. Fungsi Teknologi Informasi: Memberikan rekomendasi kepada Dewan Komisaris dengan melakukan penelaahan dan pemberian pandangan, saran serta nasihat terkait Operasional dan Penerapan Teknologi Informasi dari sisi pengelolaan tata kelola dan Human Capital.

f. Fungsi Tanggung Jawab Sosial dan Lingkungan (Berdasarkan PER 1/MBU/03/2023): Memberikan rekomendasi kepada Dewan Komisaris dengan melakukan pengawasan dan pemberian pandangan, saran serta nasehat terkait pelaksanaan Program TJSL.

Wewenang Komite Nominasi, Remunerasi dan GCG

Selaras dengan Piagam Komite Nominasi, Remunerasi dan GCG PGN, wewenang Komite Nominasi, Remunerasi dan GCG adalah:

1. Mengakses secara penuh, bebas dan tidak terbatas terhadap catatan, Perwira Subholding Gas, dana, aset serta sumber daya perusahaan lainnya yang berkaitan dengan tugasnya.

5. Evaluate remuneration policies for employees that require approval/response from the Board of Commissioners.

c. GCG Function:
   1. Provide recommendations to the Board of Commissioners in order to monitor and ensure that GCG has been implemented effectively and sustainably towards:
      a. Policies and management of the Company;
      b. Code of Conduct;
      c. Whistleblowing System;
      d. Conflict of Interest;
      e. Transparency of Information;
      f. Confidentiality of Information; and
      g. Other matters related to GCG implementation.
   2. Assist the Board of Commissioners in coordinating the process of selecting GCG assessors by the Board of Directors and the process of evaluating the implementation of GCG with the Assessors to ensure that the assessment results are in accordance with the conditions of GCG implementation by the Board of Commissioners;
   3. Provide recommendations to the Board of Commissioners regarding input for improving GCG implementation based on the supervision and Assessment results.

d. HSSE Function: Provide recommendations to the Board of Commissioners by reviewing and providing insights, suggestions, and advice related to HSSE Operations and Implementation from the perspective of governance and Human Capital management.

e. Information Technology Function: Provide recommendations to the Board of Commissioners by reviewing and providing insights, suggestions, and advice regarding the Operations and Application of Information Technology from the perspective of governance and Human Capital management.

f. Social and Environmental Responsibility Function (Based on PER 1/MBU/03/2023): Provide recommendations to the Board of Commissioners by monitoring and providing insights, suggestions, and advice regarding the implementation of the Social and Environmental Responsibility.

Authorities of the Nomination, Remuneration, and GCG Committee

Pursuant to the PGN Nomination, Remuneration, and GCG Committee Charter, the Nomination, Remuneration, and GCG Committee's authorities include:

1. Have full, free, and unrestricted access to records, Gas Subholding Employees, funds, assets, and other Company resources related to their duties.

2. Berkomunikasi langsung dengan setiap pihak yang menjalankan fungsi pengelolaan SDM, GCG, HSSE dan Teknologi Informasi terkait dengan tugas dan tanggung jawab komite NRGCG, sesuai tata kelola.
3. Apabila diperlukan, dengan persetujuan tertulis Dewan Komisaris, Komite dapat menggunakan pihak independen, tenaga ahli atau konsultan dari luar Perusahaan untuk membantu pelaksanaan tugasnya yang dibiayai oleh Perusahaan.
4. Melakukan kewenangan lain yang diberikan oleh Dewan Komisaris.

2. Communicate directly with each party that carries out the HR, GCG, HSSE, and Information Technology management functions related to the duties and responsibilities of the Nomination, Remuneration, and CGC Committee, in accordance with governance;
3. If deemed necessary, with the written approval of the Board of Commissioners, the Committee may utilize independent parties, experts, or consultants from outside the Company to assist in performing its duties at the company's expense;
4. Perform other authorities granted by the Board of Commissioners.

Program Pelatihan Anggota Komite Nominasi, Remunerasi dan GCG

Sesuai piagam Komite, PGN memiliki kebijakan untuk mendukung pengembangan anggota Komite, melalui pelatihan dan pengembangan kompetensi yang dapat mendukung pelaksanaan tugas dan tanggung jawabnya. Sepanjang tahun 2025, Anggota Komite Nominasi, Remunerasi dan GCG telah mengikuti program pelatihan, *workshop*, konferensi ataupun seminar terkait bisnis dan *corporate governance* sebagai berikut:

Nomination, Remuneration, and GCG Committee Member Training Program

Pursuant to the Committee charter, PGN has a policy to support the development of Committee members through training and competency development that supports the implementation of their duties and responsibilities. Throughout 2025, members of the Nomination, Remuneration, and GCG Committee attended the following training programs, workshops, conferences, and seminars related to business and corporate governance:

PELATIHAN ANGGOTA KOMITE NOMINASI, REMUNERASI, DAN GCG NON KOMISARIS
Training for Members of the Nomination, Remuneration, and Non-Commissioner GCG Committee

Nama Name	Tanggal Pelaksanaan Implementation Date	Tempat Location	Keterangan Description
Yuli Kristiyono	1-3 Juli 2025 July 1-3, 2025	Semarang	Sustainable Energy Resilience: Indonesia's Path to Self Sufficiency
	13-14 Agustus 2025 August 13-14, 2025	Jakarta	Master Class Corporate Governance
Noviardy Fachruddin	1-3 Juli 2025 August 13-14, 2025	Semarang	Sustainable Energy Resilience: Indonesia's Path to Self Sufficiency
	13-14 Agustus 2025 July 1-3, 2025	Jakarta	Master Class Corporate Governance
Kus Maryanto	17 Oktober 2025 October 17, 2025	Jakarta	Pelatihan Executive Cerified Risk Profesional di Tahun 2025 Certified Risk Professional Executive Training in 2025
	3 November 2025 November 3, 2025	Jakarta	Pelatihan Strategi Pengembangan Bisnis Gas & LNG Domestik Domestic Gas & LNG Business Development Strategy Training

Pelatihan Anggota Komite Nominasi, Remunerasi dan GCG yang Merangkap Jabatan Komisaris

Informasi pelatihan dan pengembangan kompetensi Komite Nominasi dan Remunerasi yang merangkap Komisaris PGN dapat dilihat pada sub bab Pelatihan Dewan Komisaris dan Direksi dalam Bab Tata Kelola Perusahaan ini.

Training for Nomination, Remuneration, and GCG Committee Members Concurrently Serving as Commissioners

Information on training and competency development for the Nomination and Remuneration Committee, who also serve as Commissioners of PGN, can be found in the Training for the Board of Commissioners and the Board of Directors sub-chapter in the GCG Chapter.

Pelaksanaan Tugas Komite Nominasi, Remunerasi dan GCG

Sepanjang tahun 2025, Komite Nominasi, Remunerasi dan GCG telah melaksanakan tugas dan tanggung jawab sebagai berikut:

1. Melakukan kajian remunerasi bagi anggota Direksi dan Dewan Komisaris secara internal dan merekomendasikan usulan remunerasi bagi anggota Direksi dan Dewan Komisaris kepada Dewan Komisaris dan selanjutnya digunakan sebagai dasar pengajuan usulan kepada Pemegang Saham Dwi Warna Seri A;
2. Melakukan evaluasi terhadap Usulan Direksi mengenai pengangkatan Pengurus Anak Perusahaan dan memberikan rekomendasi atas calon-calon tersebut kepada Dewan Komisaris, dan khusus bagi Direktur Utama/Komisaris Utama selanjutnya digunakan sebagai dasar pengajuan usulan dari Dewan Komisaris kepada Direktur Utama PT Pertamina (Persero);
3. Melaksanakan pertemuan berkala dengan Direktorat SDM dan Penunjang Bisnis untuk menelaah dan memberikan tanggapan terkait Laporan dan Pelaksanaan Program Kerja Triwulanan terkait pengelolaan sumber daya manusia, desain & budaya organisasi termasuk pengembangan digitalisasi dan sistem informasi;
4. Melaksanakan pertemuan berkala dengan Divisi LCGCG dan Internal Audit untuk menelaah dan memberikan tanggapan terkait Laporan dan Implementasi Program GCG & ESG Perusahaan, termasuk melakukan evaluasi Sistem *Whistle Blowing System* (WBS), Keterbukaan Informasi dan penerapannya di Perusahaan;
5. Melaksanakan pertemuan berkala dengan Divisi HSSE untuk menelaah dan memberikan tanggapan terkait Operasional dan Penerapan HSSE dari sisi pengelolaan tata kelola dan Human Capital;
6. Melakukan koordinasi, memberikan masukan dan memastikan implementasi proses asesmen GCG Tahun 2025;
7. Melakukan evaluasi atas calon anggota Komite Penunjang Dewan Komisaris;
8. Melakukan evaluasi dan memberikan masukan atas remunerasi anggota Komite Dewan Komisaris dan Sekretaris Dewan Komisaris, sebagai masukan bagi Dewan Komisaris;
9. Melakukan kunjungan kerja dan Management Walkthrough ke wilayah-wilayah kerja Perusahaan;
10. Mengikuti program pengembangan kompetensi; dan
11. Menelaah dan memberi masukan kepada Dewan Komisaris terkait:
    a. Program kerja Direktorat SDM dan Penunjang Bisnis, Program Kerja Terkait GCG di tahun 2025 dan rencana 2026 dalam mendukung Rencana Jangka Panjang

Implementation of Duties of the Nomination, Remuneration, and GCG Committee

Throughout 2025, the Nomination, Remuneration, and GCG Committee carried out the following duties and responsibilities:

1. Conduct an internal study of remuneration for members of the Board of Directors and the Board of Commissioners, recommending remuneration proposals for members of the Board of Directors and the Board of Commissioners to the Board of Commissioners, which will then be used as a basis for submitting proposals to DwiWarna Series A shareholders;
2. Evaluate the Board of Directors' proposals regarding the appointment of Subsidiary Management and provide recommendations on such candidates to the Board of Commissioners; specifically for the President Director/ President Commissioner positions, which shall serve as a basis for submission by the Board of Commissioners to the President Director of PT Pertamina (Persero);
3. Hold regular meetings with the HR and Business Support Directorate to review and provide feedback on Quarterly Reports and the Implementation of Work Programs concerning human resource management, organizational design and culture, as well as digitalization and information systems development;
4. Hold regular meetings with the LCGCG Division and Internal Audit to review and provide feedback on the Reports and Implementation of the Company's GCG and ESG Programs, including evaluating the Whistleblowing System (WBS), Information Disclosure, and its practices in the Company;
5. Hold regular meetings with the HSSE Division to review and provide feedback on HSSE Operations and Implementation in terms of governance and Human Capital;
6. Coordinate, provide input, and ensure the implementation of the 2025 Good Corporate Governance (GCG) assessment process;
7. Evaluate prospective members of Supporting Committees for the Board of Commissioners;
8. Evaluate and provide input on the remuneration of Committee members of the Board of Commissioners and the Secretary to the Board of Commissioners, as input for the Board of Commissioners;
9. Undertake working visits and management walkthroughs to the Company's operational areas;
10. Participate in competency development programs; and
11. Review and provide input to the Board of Commissioners regarding:
    a. The Work Programs of the HR and Business Support Directorate, the 2025 GCG-related Work Programs, and the 2026 Plans in supporting the Company's

Perusahaan Periode 2024-2029 serta Rencana Kerja dan Anggaran Perusahaan Tahun Buku 2026;

b. Laporan Manajemen Bulanan dan Triwulanan, khususnya terkait Sumber Daya Manusia dan Organisasi, GCG, IT dan HSSE;
c. Perubahan Piagam Komite Dewan Komisaris;

d. Rencana Investasi;
e. Penilaian kinerja Dewan Komisaris, Direksi dan Komite Dewan Komisaris tahun 2025;

f. Kontrak Manajemen, KPI Korporat & Individual Direksi Tahun 2025 dan Revisi KPI Direksi Tahun 2025;

g. Perubahan Kebijakan sesuai cakupan kerja Komite NRGCG;
h. Penyusunan RKAP Tahun 2026;

i. Pembayaran tantiem yang ditangguhkan;
j. Draft Penyempurnaan Pedoman Tata Kelola Perusahaan Yang Baik;
k. Laporan Tahunan PGN Tahun 2024;
l. Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil terkait Tanggung Jawab Sosial dan Lingkungan (TJSL) PGN Tahun Buku 2024;

m. Revisi Laporan Tahunan PGN Tahun 2025 Unaudited;
n. Penyampaian Usulan Revisi RKAP Tahun 2025 dan Usulan Buku RKAP Tahun 2026 PGN ;
o. Permohonan Arahan atas Draft Key Performance Indicator ("KPI") Kolegial Direksi Subholding Gas Tahun 2026; dan

Long-Term Corporate Plan for the 2024–2029 period and the 2026 Company's Work Plan and Budget (RKAP) for the Financial Year 2026;
b. Monthly and Quarterly Management Reports, particularly related to Human Capital and Organization, GCG, IT, and HSSE matters;
c. Amendments to the Charter of Committees of the Board of Commissioners;
d. Investment plans;
e. Performance assessment of the Board of Commissioners, the Board of Directors, and the Committees of the Board of Commissioners in 2025;
f. Management Contracts, Corporate and Individual KPIs of the Board of Directors for 2025, and revisions to the the Board of Directors' KPIs for 2025;
g. Policy changes within the scope of work of the NRGCG Committee;
h. Preparation of the 2026 Company's Work Plan and Budget (RKAP);
i. Payment of deferred tantiem;
j. Draft improvements to the Good Corporate Governance Guidelines;
k. PGN's 2024 Annual Report;
l. Financial Statements of the Micro and Small Business Financing Program related to PGN's Social and Environmental Responsibility (TJSL) for the Financial Year 2024;
m. Revisions to PGN's unaudited 2025 Annual Report;
n. Submission of the Proposed Revision to the 2025 RKAP and the Proposed 2026 RKAP Book of PGN;
o. Request for direction on the Draft Collegial Key Performance Indicators (KPI) of the Board of Directors of the Gas Subholding for 2026.

Kebijakan, Frekuensi, dan Kehadiran Rapat Komite Nominasi, Remunerasi dan GCG

Policy, Frequency, and Attendance of Nomination, Remuneration and GCG Committee Meetings

16 Kali | Times

Rapat Komite Nominasi, Remunerasi dan GCG di Tahun 2025
Nomination, Remuneration and GCG Committee Meetings in 2025

Piagam Komite Nominasi, Remunerasi dan GCG mengatur kebijakan rapat Komite Nominasi, Remunerasi dan GCG sekurang-kurangnya sekali dalam satu bulan. Selama tahun 2025, Komite Nominasi, Remunerasi dan GCG telah

The Nomination, Remuneration, and GCG Committee Charter stipulates that the Nomination, Remuneration, and GCG Committee must meet at least once a month. During 2025, the Nomination, Remuneration, and GCG Committee

mengadakan 13 kali pertemuan dengan tingkat kehadiran sebagai berikut:

held 13 meetings with the following attendance levels:

Nama Name	**Jabatan di Komite** Position in the Committee	**Jumlah Rapat Sesuai Masa Tugas** Number of Meetings according to Term of Office	**Kehadiran** Attendance	**Persentase (%)** Percentage (%)
Tony S.B. Hoesodo	Ketua Chairperson	6	6	100
Christian H. Siboro	Ketua Chairperson	10	10	100
Edward Omar Sharif Hiariej	Anggota Member	6	6	100
Luky Alfirman	Anggota Member	5	5	100
Vera Sujatna	Anggota Member	5	5	100
Simon L. Himawan	Anggota Member	6	6	100
Pradono Wicaksono	Anggota Member	5	5	100
Yuli Kristiyono	Anggota Member	11	11	100
Noviardy Fachruddin	Anggota Member	11	11	100
Kus Maryanto	Anggota Member	6	6	100

Keterangan | Note :
Masa jabatan Ketua dan Anggota Komite Nominasi, Remunerasi dan GCG mengacu kepada tabel Perubahan Komposisi Komite Nominasi, Remunerasi dan GCG.
The terms of office of the Chairman and Members of the Nomination, Remuneration, and GCG Committee refer to the table of Changes in the Composition of the Nomination, Remuneration, and GCG Committee.

KOMITE PEMANTAU MANAJEMEN RISIKO DAN PENGEMBANGAN USAHA

Pembentukan Komite Pemantau Manajemen Risiko dan Pengembangan Usaha sejalan dengan Peraturan Menteri BUMN Nomor PER-02/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.

Komite Pemantau Manajemen Risiko dan Pengembangan Usaha dibentuk dengan tujuan untuk membantu Dewan Komisaris dalam melakukan pemantauan secara berkala dan memberikan rekomendasi atas kebijakan dan pelaksanaan manajemen risiko serta rencana dan pengembangan usaha Perseroan.

RISK MANAGEMENT AND BUSINESS DEVELOPMENT MONITORING COMMITTEE

The Risk Management and Business Development Monitoring Committee is established aligned with the Regulation of SOEs Minister Number PER-02/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.

The Risk Management and Business Development Monitoring Committee was formed to assist the Board of Commissioners in conducting regular monitoring and providing recommendations on the Company's risk management policies and implementation as well as business plans and development.

Perubahan Komposisi Anggota Komite Pemantau Manajemen Risiko dan Pengembangan Usaha

Changes in the Composition of the Risk Management and Business Development Monitoring Committee Members

Periode 1 Januari – 15 Mei 2025 | Period of January 1 - May 15, 2025

Ketua/Komisaris Chairperson/Commissioner	Warih Sadono
Anggota/Komisaris Member/Commissioner	Tony S.B. Hoesodo
Anggota Member	Yovita L. Handini
Anggota Member	Yudo Anggoro
Anggota Member	Moch Hatta Filsafawan

Periode 16 Mei – 3 Juni 2025 | Period of May 16 – June 3, 2025

Anggota/Komisaris Member/Commissioner	Tony S.B. Hoesodo
Anggota Member	Yovita L. Handini
Anggota Member	Yudo Anggoro
Anggota Member	Moch Hatta Filsafawan

Periode 4 Juni – 27 Agustus 2025 | Period of June 4 – August 27, 2025

Ketua/Komisaris Chairperson/Commissioner	Tony S.B. Hoesodo
Anggota/Komisaris Member/Commissioner	Warih Sadono
Anggota Member	Yovita L. Handini
Anggota Member	Yudo Anggoro
Anggota Member	Moch Hatta Filsafawan

Periode 27 Agustus – 30 Agustus 2025 | Period of August 27 – August 30, 2025

Anggota/Komisaris Member/Commissioner	Tony S.B. Hoesodo
Anggota Member	Yovita L. Handini
Anggota Member	Yudo Anggoro
Anggota Member	Moch Hatta Filsafawan

Periode 1 September – 31 Desember 2025 | Period of September 1 – 31 December 31, 2025

Ketua/Komisaris Chairperson/Commissioner	Thanon Aria Dewangga
Anggota/Komisaris Member/Commissioner	Rambe Kamarul Zaman
Anggota Member	Yovita L. Handini
Anggota Member	Yudo Anggoro
Anggota Member	Moch Hatta Filsafawan

Profil Komite Pemantau Manajemen Risiko dan Pengembangan Usaha per 31 Desember 2025

Profile of Risk Management and Business Development Monitoring Committee as of December 31, 2025

Thanon Aria Dewangga

Ketua Komite Pemantau Manajemen Risiko dan Pengembangan Usaha
Chairperson of the Risk Management and Business Development Monitoring Committee
(1 September-31 Desember 2025) | (September 1- Desember 31, 2025)

Dasar hukum penugasan sebagai Ketua Komite Pemantau Manajemen Risiko dan Pengembangan Usaha adalah Surat Keputusan Dewan Komisaris PT Perusahaan Gas Negara Tbk Nomor Kep-19/D-KOM/2025 tanggal 1 September 2025 tentang Pembagian Tugas Dewan Komisaris PT Perusahaan Gas Negara Tbk.	Legal basis for the assignment as the Chairperson of the Risk Management and Business Development Monitoring Committee is the Decree of the Board of Commissioners of PT Perusahaan Gas Negara Tbk Number Kep-19/D-KOM/2025 dated September 1, 2025 on the Division of Duties of the Board of Commissioners of PT Perusahaan Gas Negara Tbk.
Thanon Aria Dewangga juga merupakan Komisaris PGN. Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris di Bab Profil Perusahaan dalam Laporan Tahunan ini.	Thanon Aria Dewangga is also a Commissioner of PGN. His profile can be found in the Board of Commissioners Profile section in the Company Profile Chapter of this Annual Report.

Rambe Kamarul Zaman

Anggota Komite Pemantau Manajemen Risiko dan Pengembangan Usaha
Member of the Risk Management and Business Development Monitoring Committee
(1 September-31 Desember 2025) | (September 1 - December 31, 2025)

Dasar hukum penugasan sebagai Anggota Komite Pemantau Manajemen Risiko dan Pengembangan Usaha adalah Surat Keputusan Dewan Komisaris PT Perusahaan Gas Negara Tbk Nomor Kep-19/D-KOM/2025 tanggal 1 September 2025 tentang Pembagian Tugas Dewan Komisaris PT Perusahaan Gas Negara Tbk.	Legal basis for the assignment as a Member of the Risk Management and Business Development Monitoring Committee is the Decree of the Board of Commissioners of PT Perusahaan Gas Negara Tbk Number Kep-19/D-KOM/2025 dated September 1, 2025 on the Division of Duties of the Board of Commissioners of PT Perusahaan Gas Negara Tbk.
Rambe Kamarul Zaman juga merupakan Komisaris PGN. Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris di Bab Profil Perusahaan dalam Laporan Tahunan ini.	Rambe Kamarul Zaman is also a Commissioner of PGN. His profile can be found in the Board of Commissioners Profile section in the Company Profile Chapter of this Annual Report.

Yovita L. Handini

Anggota Komite Pemantau Manajemen Risiko dan Pengembangan Usaha
Member of the Risk Management and Business Development Monitoring Committee
(1 Januari-31 Desember 2025) | (January 1 - December 31, 2025)

Warga Negara Indonesia, lahir di Jakarta pada 31 Mei 1972. Usia 53 tahun per 31 Desember 2025. Domisili Jabodetabek.	Indonesian Citizen, born in Jakarta on May 31, 1972. 53 years old as of December 31, 2025.Domiciled in the Greater Jakarta area.
Dasar hukum pengangkatan sebagai Anggota Komite Pemantau Manajemen Risiko dan Pengembangan Usaha melalui Surat Keputusan Dewan Komisaris Nomor Kep-24/D-KOM/2023 efektif berlaku tanggal 15 Desember 2023 tentang Perpanjangan Masa Tugas Saudari Yovita L. Handini sebagai Anggota Komite Non Komisaris Komite Pemantau Manajemen Risiko dan Pengembangan Usaha PT Perusahaan Gas Negara Tbk.	Legal basis for the assignment as a Member of the Risk Management and Business Development Monitoring Committee is the Decree of the Board of Commissioners of PT Perusahaan Gas Negara Tbk Number Kep-24/D-KOM/2023 dated December 15, 2023 on the Extension of the Term of Office of Yovita L. Handini as a Member of the Risk Management and Business Development Monitoring Committee of PT Perusahaan Gas Negara Tbk.
Pendidikan: Bachelor of Science in Construction Management dari Colorado State University (1996) dan Master of Science in Construction Management dari University of Washington (1999).	Education: Bachelor of Science in Construction Management, Colorado State University (1996) and Master of Science in Construction Management, University of Washington (1999).
Sertifikasi: Qualified Risk Management Officer (QRMO), Project Management Certification (PMC) dan Certified Risk Professional (CRP).	Certification: Qualified Risk Management Officer (QRMO), Project Management Certification (PMC) dan Certified Risk Professional (CRP).
Riwayat pekerjaan: menjabat sebagai Anggota Komite Audit di PGN (2015-2018), konsultan di CDR Consultant (2001-2003) dan Engineer di Sherman Homes (1999-2001). Saat ini juga menjadi Dosen di STIE Bhakti Pembangunan (sejak 2024).	Work Experience: served as a Member of the Audit Committee at PGN (2015–2018), a consultant at CDR Consultant (2001–2003), and an Engineer at Sherman Homes (1999–2001). Currently also as a Lecturer at STIE Bhakti Pembangunan (since 2024).
Rangkap jabatan: Tidak merangkap jabatan sebagai anggota Dewan Komisaris, dan/atau anggota Direksi, serta jabatan lainnya.	Concurrent position: Having no concurrent positions as a member of the Board of Commissioners, and/or a member of the Board of Directors, as well as other positions.

Yudo Anggoro

Anggota Komite Pemantau Manajemen Risiko dan Pengembangan Usaha
Member of the Risk Management and Business Development Monitoring Committee

(1 Januari 2025-sekarang) | (January 1, 2025 - present)

Warga Negara Indonesia, lahir di Karanganyar pada 5 Mei 1981. Usia 44 tahun per 31 Desember 2025. Domisili Jabodetabek.	Indonesian Citizen, born in Karanganyar on May 5, 1981. 44 years old as of December 31, 2025. Domiciled in the Greater Jakarta area.
Dasar hukum pengangkatan sebagai Anggota Komite Pemantau Manajemen Risiko dan Pengembangan Usaha melalui Keputusan Dewan Komisaris Nomor Kep-03/D-KOM/2024 tanggal 14 Maret 2024 tentang Pengangkatan anggota Komite Pemantau Manajemen Risiko dan Pengembangan Usaha PT Perusahaan Gas Negara Tbk.	Legal basis for the assignment as a Member of the Risk Management and Business Development Monitoring Committee is the Decree of the Board of Commissioners of PT Perusahaan Gas Negara Tbk Number Kep-03/D-KOM/2024 dated March 14, 2024 on the Appointment of a Member of the Risk Management and Business Development Monitoring Committee of PT Perusahaan Gas Negara Tbk.
Pendidikan: Sarjana Industrial Engineering dari ITB (2004), Master of Science Management Science dari ITB (2009), dan PhD Public Policy, Economic Competitiveness dari University of North Carolina (2015).	Education: Bachelor of Industrial Engineering of ITB (2004), Master of Science Management Science of ITB (2009), and PhD in Public Policy, Economic Competitiveness of University of North Carolina (2015).
Sertifikasi: Certified Business Analysis Professional, Certified in Financial Risk Management, dan Certified Risk Professional (CRP).	Certification: Certified Business Analysis Professional, Certified in Financial Risk Management, dan Certified Risk Professional (CRP)
Riwayat pekerjaan: sebagai Director, Center for Policy and Public Management for School of Business and Management di ITB (2020-sekarang), Komite Audit dan GCG di PT Transportasi Jakarta (2019-2020), Graduate Assistant & Instructor di University of North Carolina (2010-2015), Service Relationship Manager di Citibank (2004 – 2007).	Work Experience: as Director of the Center for Policy and Public Management, School of Business and Management, ITB (2020–present), member of the Audit and GCG Committee at PT Transportasi Jakarta (2019–2020), Graduate Assistant & Instructor at the University of North Carolina (2010–2015), and Service Relationship Manager at Citibank (2004–2007).
Rangkap jabatan: Tidak merangkap jabatan sebagai anggota Dewan Komisaris, dan/atau anggota Direksi, serta jabatan lainnya.	Concurrent position: Having no concurrent positions as a member of the Board of Commissioners, and/or a member of the Board of Directors, as well as other positions.

Moch Hatta Filsafawan

Anggota Komite Pemantau Manajemen Risiko dan Pengembangan Usaha
Member of the Risk Management and Business Development Monitoring Committee

(1 Januari 2025-sekarang) | (January 1, 2025 - present)

Warga Negara Indonesia, lahir di Jakarta pada 25 Mei 1964. Usia 61 tahun per 31 Desember 2025. Domisili Jabodetabek.	Indonesian Citizen, born in Jakarta on May 25, 1964. 61 years old as of December 31, 2025. Domiciled in the Greater Jakarta area.
Dasar hukum pengangkatan sebagai Anggota Komite Pemantau Manajemen Risiko dan Pengembangan Usaha melalui Keputusan Dewan Komisaris Nomor Kep-09/D-KOM/2024 tanggal 23 Juli 2024 tentang Pengangkatan anggota Komite Pemantau Manajemen Risiko dan Pengembangan Usaha PT Perusahaan Gas Negara Tbk.	Legal basis for the assignment as a Member of the Risk Management and Business Development Monitoring Committee is the Decree of the Board of Commissioners of PT Perusahaan Gas Negara Tbk Number Kep-09/D-KOM/2024 dated July 23, 2024 on the Appointment of a Member of the Risk Management and Business Development Monitoring Committee of PT Perusahaan Gas Negara Tbk.
Pendidikan: Sarjana Manajemen dari Universitas Padjadjaran (1990) dan Master Energy Management and Conservation Faculty of Technology dari Middlesex University (1997).	Education: Bachelor of Management graduated of Padjadjaran University (1990) and Master of Energy Management and Conservation, Faculty of Technology of Middlesex University (1997)
Sertifikasi: Certified Risk Professional (CRP).	Certification: Certified Risk Professional (CRP)
Riwayat pekerjaan: dalam perjalanan kariernya di SKKMigas, beliau pernah menjabat sebagai Vice President under Deputy of Finance and Monetization (2019), Vice President, Exploration PSC Audit Division (2017 – 2019), Vice President, Business Strategy, Risk Management and Taxation Division (2017), dan Vice President, Risk Management and Taxation Division (2015 – 2017).	Work Experience: His professional journey at SKKMigas includes Vice President under the Deputy of Finance and Monetization (2019), Vice President of the Exploration PSC Audit Division (2017–2019), Vice President of the Business Strategy, Risk Management and Taxation Division (2017), and Vice President of the Risk Management and Taxation Division (2015–2017).
Rangkap jabatan: Tidak merangkap jabatan sebagai anggota Dewan Komisaris, dan/atau anggota Direksi, serta jabatan lainnya.	Concurrent position: Having no concurrent positions as a member of the Board of Commissioners, and/or a member of the Board of Directors, as well as other positions.

Independensi Komite Pemantau Manajemen Risiko dan Pengembangan Usaha

Independence of the Risk Management and Business Development Monitoring Committee



100%

Anggota Komite Pemantau Manajemen Risiko dan Pengembangan Usaha adalah Independen
100% Members of the Risk Management and Business Development Monitoring Committee are independent

Komite Pemantau Manajemen Risiko dan Pengembangan Usaha senantiasa melaksanakan tugas dan tanggung jawabnya secara profesional dan independen, tanpa campur tangan dari pihak manapun.

The Risk Management and Business Development Monitoring Committee consistently performs its duties and responsibilities in a professional and independent manner, free from any undue influence from any party.

No.	Pernyataan Independensi Independence Statement	Thanon Aria Dewangga	Tony S. B. Hoesodo	Rambe Kamarul Zaman	Yovita L. Handini	Yudo Anggoro	Moch Hatta Filsafawan
1	Tidak bekerja atau memiliki wewenang untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perseroan dalam enam bulan terakhir Not working, nor has authority to plan, lead, control, or supervise the Company's activities in the last six months.	✓	✓	✓	✓	✓	✓
2	Tidak secara langsung ataupun tidak langsung memiliki saham di Perseroan. Not directly or indirectly own shares in the Company	✓	✓	✓	✓	✓	✓
3	Tidak memiliki hubungan afiliasi dengan Perseroan atau pemegang saham utama/ pengendali atau salah satu anggota Dewan Komisaris atau Direksi. Has no affiliated relationships with the Company or majority/controlling shareholders, or one of members of the Board of Commissioners or the Board of Directors	✓	✓	✓	✓	✓	✓
4	Tidak memiliki hubungan kerja/profesional langsung atau tidak langsung dengan Perseroan. Has no direct or indirect work/professional relationships with the Company	✓	✓	✓	✓	✓	✓

Keterangan | Note:
Masa jabatan Ketua dan Anggota Komite Pemantau Manajemen Risiko dan Pengembangan Usaha mengacu kepada tabel Perubahan Komposisi Komite Pemantau Manajemen Risiko dan Pengembangan Usaha.
The terms of office of the Chairman and Members of the Risk Management and Business Development Monitoring Committee refer to the table of Changes in the Composition of the Risk Management and Business Development Monitoring Committee.

Piagam Komite Pemantau Manajemen Risiko dan Pengembangan Usaha

Dalam melaksanakan tugas dan tanggung jawab, Komite Pemantau Manajemen Risiko dan Pengembangan Usaha berpedoman pada Piagam Komite yang ditetapkan oleh Keputusan Dewan Komisaris pada tanggal 15 Agustus 2012, dengan perubahan terakhir kali pada tanggal 1 Februari 2024.

Risk Management and Business Development Monitoring Committee Charter

In carrying out its duties and responsibilities, the Risk Management and Business Development Monitoring Committee is guided by the Committee Charter stipulated by the Decree of the Board of Commissioners on August 15, 2012, with the last amendment on February 1, 2024.

Piagam Komite Pemantau Manajemen Risiko dan Pengembangan Usaha secara lengkap dapat dilihat dalam situs web PGN https://pgn.co.id/tata-kelola.

Masa Jabatan

1. Masa tugas Ketua dan anggota Komite PMRPU yang berasal dari anggota Dewan Komisaris adalah maksimal sama dengan masa jabatan Dewan Komisaris yang bersangkutan;
2. Masa Tugas Anggota Komite PMRPU yang bukan berasal dari anggota Dewan Komisaris paling lama tiga tahun dan dapat diperpanjang satu kali selama dua tahun masa jabatan; dan
3. Pengakhiran masa tugas Ketua dan Anggota Komite PMRPU dapat dilakukan sewaktu-waktu berdasarkan hasil keputusan rapat Dewan Komisaris.

Tugas dan Tanggung Jawab Komite Pemantau Manajemen Risiko dan Pengembangan Usaha

Tugas dan Tanggung Jawab Komite Pemantau Manajemen Risiko dan Pengembangan Usaha sebagaimana tercantum dalam Piagam Komite Pemantau Manajemen Risiko dan Pengembangan Usaha PGN yang ditetapkan oleh Keputusan Dewan Komisaris pada tanggal 1 Februari 2024 adalah sebagai berikut:

1. Melakukan evaluasi dan/atau pemantauan serta memberikan rekomendasi terkait:
   a. Rencana Jangka Panjang Perusahaan (RJPP);
   b. Rencana Kerja dan Anggaran Perusahaan (RKAP);
   c. Kebijakan Investasi (pengembangan/ekspansi) dan Divestasi, termasuk fungsi konsultansi untuk investasi di atas nilai tertentu;
   d. Laporan *Monitoring* realisasi rencana bisnis perusahaan dan/atau investasi;
   e. Pembentukan Anak Perusahaan;
   f. Dampak Lingkungan Bisnis terhadap Penurunan Kinerja Perusahaan;
   g. Manajemen Risiko Korporasi dan implementasi mitigasinya, utamanya melakukan pemantauan atas kebijakan dan penerapan manajemen risiko mencakup Sistem Manajemen Risiko, Potensi Risiko Strategis dan Kebijakan Manajemen Risiko Perusahaan yang dilakukan oleh fungsi kerja terkait;
   h. Optimalisasi aset; dan
   i. Menumbuhkan budaya sadar risiko dalam perusahaan.

The complete Risk Management and Business Development Monitoring Committee Charter can be found on the PGN website at https://pgn.co.id/tata-kelola.

Term of Office

1. The term of office of the Chairperson and members of the PMRPU Committee who are members of the Board of Commissioners must not exceed the term of office of the Board of Commissioners concerned;
2. The term of office of PMRPU Committee members who are not members of the Board of Commissioners is a maximum of three years and may be extended once for a two-year term of office; and
3. The term of office of the Chairperson and Members of the PMRPU Committee may be terminated at any time based on the results of the resolution of the Board of Commissioners meeting.

Duties and Responsibilities of the Risk Management and Business Development Monitoring Committee

The duties and responsibilities of the Risk Management and Business Development Monitoring Committee, as stipulated in the PGN Risk Management and Business Development Monitoring Committee Charter, established by the Decree of the Board of Commissioners on February 1, 2024, are as follows:

1. Conduct evaluation and/or monitoring and provide recommendations regarding:
   a. The Company's Long-Term Plan (RJPP);
   b. The Company's Work Plan and Budget (RKAP);
   c. Investment (development/expansion) and Divestment Policies, including advisory functions for investments exceeding certain thresholds;
   d. Monitoring reports on the realization of the Company's business plans and/or investments;
   e. The establishment of Subsidiaries;
   f. The impact of the business environment on the decline in Company performance;
   g. Corporate risk management and the implementation of mitigation measures, particularly through monitoring policies and the application of risk management, including the Risk Management System, potential strategic risks, and the Company's risk management policies carried out by relevant work functions;
   h. Asset optimization; and
   i. Fostering a risk-awareness culture within the Company.

2. Komite Pemantau Manajemen Risiko dan Pengembangan Usaha bekerja sama dengan Komite Audit apabila terdapat indikasi/potensi risiko yang dihadapi oleh Perusahaan;
3. Menyusun Program Kerja Tahunan; serta
4. Melaksanakan tugas lain yang diberikan oleh Dewan Komisaris berdasarkan ketentuan peraturan perundang-undangan yang berlaku.

Wewenang Komite Pemantau Manajemen Risiko dan Pengembangan Usaha

Wewenang Komite Pemantau Manajemen Risiko dan Pengembangan Usaha adalah sebagai berikut:

1. Mengakses secara penuh, bebas dan tidak terbatas terhadap catatan, Perwira Subholding Gas, dana, aset serta sumber daya perusahaan lainnya yang berkaitan dengan pelaksanaan tugasnya.
2. Berkoordinasi langsung dengan setiap pihak yang menjalankan fungsi Risk Management serta Business Investment terkait dengan tugas dan tanggung jawab Komite PMRPU, dan sesuai tata kelola.
3. Apabila diperlukan, dengan persetujuan tertulis Dewan Komisaris, Komite dapat menggunakan pihak independen, tenaga ahli atau konsultan dari luar Perusahaan untuk membantu pelaksanaan tugasnya yang dibiayai oleh Perusahaan.
4. Melakukan kewenangan lain yang diberikan oleh Dewan Komisaris.

Program Pelatihan Anggota Komite Pemantau Manajemen Risiko dan Pengembangan Usaha

Sesuai piagam Komite, PGN memiliki kebijakan untuk mendukung pengembangan anggota Komite, melalui pelatihan dan pengembangan kompetensi yang dapat mendukung pelaksanaan tugas dan tanggung jawabnya. Sepanjang tahun 2025, anggota Komite Pemantau Manajemen Risiko dan Pengembangan Usaha mengikuti pelatihan dan pengembangan kompetensi mencakup bidang hukum dan manajemen risiko sebagai berikut:

2. The Risk Management and Business Development Monitoring Committee collaborates with the Audit Committee in the event of indication or potential risks faced by the Company;
3. Prepare the Annual Work Program; and
4. Perform other duties as mandated by the Board of Commissioners in accordance with the prevailing laws and regulations.

Authorities of the Risk Management and Business Development Monitoring Committee

The authorities of the Risk Management and Business Development Monitoring Committee include:

1. Access full, free, and unrestricted records, Gas Subholding Employees, funds, assets, and other company resources related to the performance of its duties.
2. Coordinate directly with all parties performing Risk Management and Business Investment functions regarding the duties and responsibilities of the PMRPU Committee, and in accordance with corporate governance.
3. If deemed necessary, with the written approval of the Board of Commissioners, the Committee may utilize independent parties, experts, or consultants from outside the Company to assist in the performance of its duties at the Company's expense.
4. Perform other authority granted by the Board of Commissioners.

Training Programs for Members of the Risk Management and Business Development Monitoring Committee

Pursuant to the Committee charter, PGN has a policy to support the development of Committee members through training and competency development that supports the implementation of their duties and responsibilities. Throughout 2025, members of the Risk Management and Business Development Monitoring Committee attended the following training and competency development programs covering the areas of law and risk management:

PELATIHAN ANGGOTA KOMITE PEMANTAU MANAJEMEN RISIKO DAN PENGEMBANGAN USAHA NON KOMISARIS

Training for Non-Commissioner Members of the Risk Management and Business Development Monitoring Committee

Nama Name	Tanggal Pelaksanaan Implementation Date	Tempat Location	Keterangan Description
Yovita Lasti Handini	15 Januari 2025 January 15, 2025	Jakarta	Manajemen Risiko Hukum Dalam Tindak Pidana Korporasi Hukum Legal Risk Management in Corporate Crime
	13-14 Februari 2025 February 13-14, 2025	Batam	Energizing Motivation Session - Retreat BOC BOD Energizing Motivation Session - BOC/BOD Retreat
	24 Juni 2025 June 24, 2025	Jakarta	Workshop M&A oleh Komite PMR Pertamina M&A Workshop by Pertamina's PMR Committee
	7-9 Oktober 2025 October 7-9, 2025	Yogyakarta	Implementing GRC Implementing GRC
	3 November 2025 November 3, 2025	Jakarta	Strategi Pengembangan Bisnis Gas & LNG Domestik, Galeri Domestic Gas & LNG Business Development Strategy , Gallery
Yudo Anggoro	15 Januari 2025 January 15, 2025	Jakarta	Manajemen Risiko Hukum Dalam Tindak Pidana Korporasi Hukum Legal Risk Management in Corporate Crime
	13-14 Februari 2025 February 13-14, 2025	Batam	Energizing Motivation Session - Retreat BOC BOD Energizing Motivation Session - BOC/BOD Retreat
	24 Juni 2025 June 24, 2025	Jakarta	Workshop M&A oleh Komite PMR Pertamina M&A Workshop by Pertamina's PMR Committee
	7-9 Oktober 2025 October 7-9, 2025	Yogyakarta	Implementing GRC Implementing GRC
	23 Oktober 2025 October 23, 2025	Jakarta	Pelatihan ICOFR ICOFR Training
	3 November 2025 November 3, 2025	Jakarta	Strategi Pengembangan Bisnis Gas & LNG Domestik, Galeri Domestic Gas & LNG Business Development Strategy, Gallery
Moch Hatta Filsafawan	15 Januari 2025 January 15, 2025	Jakarta	Manajemen Risiko Hukum Dalam Tindak Pidana Korporasi Hukum Legal Risk Management in Corporate Crime
	13-14 Februari 2025 February 13-14, 2025	Batam	Energizing Motivation Session - Retreat BOC BOD Energizing Motivation Session - BOC/BOD Retreat
	7-9 Oktober 2025 October 7-9, 2025	Yogyakarta	Implementing GRC Implementing GRC
	3 November 2025 November 3, 2025	Jakarta	Strategi Pengembangan Bisnis Gas & LNG Domestik, Galeri Domestic Gas & LNG Business Development Strategy, Gallery

Pelatihan Anggota Komite Pemantau Manajemen Risiko dan Pengembangan Usaha yang Merangkap Jabatan Komisaris

Informasi pelatihan dan pengembangan kompetensi Komite Pemantau Manajemen Risiko dan Pengembangan Usaha yang merangkap Komisaris PGN dapat dilihat pada sub bab Pelatihan Dewan Komisaris dan Direksi dalam Bab Tata Kelola Perusahaan.

Training for Members of the Risk Management and Business Development Monitoring Committee Concurrently Serving as Commissioners

Information on training and competency development for the Risk Management and Business Development Monitoring Committee, who also serve as Commissioners of PGN, can be found in the Training for the Board of Commissioners and the Board of Directors sub-chapter in the Corporate Governance Chapter.

Pelaksanaan Tugas dan Kegiatan Komite Pemantau Manajemen Risiko dan Pengembangan Usaha

Selama tahun 2025, Komite Pemantau Manajemen Risiko dan Pengembangan Usaha telah melaksanakan kegiatan dalam rangka pelaksanaan tugas Komite sejalan dengan Piagam Komite Pemantau Manajemen Risiko dan Pengembangan Usaha, sebagai berikut:

1. Menelaah dan memberikan masukan kepada Dewan Komisaris terkait laporan progres investasi dan laporan *top risk* termasuk mitigasinya melalui hasil *review* terhadap Laporan Manajemen bulanan Perusahaan.
2. Menelaah dan memberikan rekomendasi kepada Dewan Komisaris terkait usulan persetujuan investasi termasuk *risk analysis, risk treatment*, dan *risk mitigation* (RAT) terhadap:
   a. Usulan Investasi Pemasangan Infrastruktur Pipa Gas *Customer Attachment* Rumah Tangga GasKita PGN Sayang Ibu ("PSI") SOR II Tahun 2024
   b. Persetujuan Revisi Final Investment Pengeboran Sumur JNE-07 Sidetrack WK Muara Bakau PT Saka Energi Indonesia
   c. Persetujuan Revisi Final Investment Decision (RE-FID) atas Investasi Pengeboran Sumur JNE-07 Sidetrack WK Muara Bakau SAKA
   d. Pemberhentian Perubahan Rencana Realokasi ABI atas Usulan Revisi Final Investment Decision (RE-FID) Drilling Development JNE-07 Sidetrack Muara Bakau
   e. Permohonan Persetujuan Investasi (FID) atas Usulan Pembangunan Gedung Kantor PGN MIRRA
3. Menelaah dan memberikan rekomendasi terkait Penyampaian Usulan Revisi Rencana Jangka Panjang Perusahaan 2025-2029 ("RJPP") Suplemen Hingga 2034, dan Program Strategis Korporat 2025.
4. Menelaah dan memberikan rekomendasi terkait Penyampaian Rencana Penyusunan Rencana Jangka Panjang Perusahaan ("RJPP") 2026 – 2030.
5. Menelaah dan memberikan masukan kepada Dewan Komisaris terkait:
   a. Penjelasan Terkait Tanggapan atas Usulan Kebijakan Manajemen Risiko PGN
   b. Penyampaian Laporan Realisasi RKAP Tahun 2024 (*Unaudited*) PGN

Implementation of Duties and Activities of the Risk Management and Business Development Monitoring Committee

Throughout 2025, the Risk Management and Business Development Monitoring Committee carried out the following activities in accordance with the Risk Management and Business Development Monitoring Committee Charter:

1. Provide review and input to the Board of Commissioners regarding investment progress reports, top risk and its mitigation measures reports through the Company's monthly Management Report;
2. Provide review and recommendations to the Board of Commissioners regarding the proposed investment approvals, including risk analyst, risk treatment, and risk mitigation (RAT) on:
   a. Investment Proposal for the of Gas Pipeline Infrastructure Installation for the GasKita Household Customer Attachment Program ("PSI") SOR II Year 2024;
   b. Approval of the Revised Final Investment of the JNE-07 Sidetrack Drilling Well in the Muara Bakau Working Area – PT Saka Energi Indonesia;
   c. Approval of the Revised Final Investment Decision (RE-FID) of the JNE-07 Sidetrack Drilling Well in the Muara Bakau Working Area by SAKA;
   d. Termination of the Reallocation Plan Change (ABI) related to the Revised Final Investment Decision (Re-FID) for the JNE-07 Sidetrack Drilling Development – Muara Bakau;
   e. Request for Approval of the Final Investment Decision (FID) for the Construction of the PGN MIRRA Office Building.
3. Provide review and recommendations on the submission of the Proposed Revision of the 2025-2029 Company's Long-Term Plan ("RJPP") Supplement through 2034, and the 2025 Corporate Strategic Plan.
4. Provide review and recommendations on the submission of the 2025-2030 Company's Long-Term Plan ("RJPP").
5. Provide review and recommendations to the Board of Commissioners regarding:
   a. Clarification on responses to the proposed PGN Risk Management Policy;
   b. Submission of the 2024 RKAP Realization Report (Unaudited) of PGN;

c. Penyampaian Pemenuhan Persyaratan Dokumen atas FID Pengeboran Sumur SID-05 WK Pangkah
d. Laporan Realisasi RKAP TW I Tahun 2025 PGN
e. Penyampaian Besaran Batasan Kewenangan Persetujuan Investasi Direksi dan Dewan Komisaris berdasarkan Laporan Keuangan Teraudit Perseroan Tahun 2024
f. Penyampaian Pemenuhan Persyaratan Dokumen atas FID Pengeboran Sumur UPA-17 WK Pangkah

g. Penyampaian Pemenuhan Persyaratan Dokumen dan FID Pengeboran Sumur Bukit Tua BTJTB-T8 (NZ2) WK Ketapang
h. Laporan Realisasi RKAP TW II 2025 PGN
i. Usulan Revisi-4 RKAP Tahun 2025
j. Usulan *Contingency Plan* PGN
k. Update Laporan Pelaksanaan Investasi Pengeboran Sumur WPA-06 West Pangkah
l. Tindak Lanjut Usulan *Contingency Plan* PGN
m. Laporan Realisasi RKAP TW III Tahun 2025
n. Penyampaian Usulan Revisi-2 RKAP Tahun 2025 PGN
o. Penyampaian Kajian awal Penyelarasan Bisnis SHG

p. Penyampaian Usulan Revisi-3 RKAP Tahun 2025 PGN
q. Revisi Anggaran Konsultan, Biaya Perjalanan Dinas, Biaya *Employee*, *Social* dalam Penyusunan RKAP Tahun 2026
r. Laporan *Update* Pelaksanaan Investasi Proyek Revitalisasi Tanki F-6004 & Fasilitas Pendukung Lainnya.
s. Laporan *Update* Kegiatan 3D Seismic Acquisition & Processing - WK Pangkah
t. Revisi *Board Manual*
u. Update Usulan Investasi Tomori
v. Laporan Manajemen Bulanan PGN

6. Melakukan kunjungan kerja ke wilayah kerja SOR I PGN di Batam, Cilegon, Semarang, Palembang, wilayah kerja proyek Rokan, dan Infrastruktur PGN di Damai, wilayah kerja PMO, Proyek CGP, OMM Offtake Station Panaran, TGI Metering Gas Station Panaran, LNG Hub dan Usulan Baru Sport Arena Lifestyle Bandung.

c. Submission of document requirements for the FID for the SID-05 Well Drilling – Pangkah Working Area;
d. PGN's Q1 2025 RKAP Realization Report;
e. Submission of Investment Approval Authority Limits for the Board of Directors and the Board of Commissioners based on the Company's 2024 audited financial statements;
f. Submission of document requirements for the FID for the UPA-17 Bukit Tua Well Drilling – Pangkah Working Area;
g. Submission of document requirements and the FID for the BTJTB-T8 (NZ2) Bukit Tua Well Drilling – Ketapang Working Area;
h. PGN's Q2 2025 RKAP Realization Report;
i. Proposal of the 4th Revision of 2025 RKAP;
j. Proposal of PGN Contingency Plan;
k. Update on the investment implementation report for WPA-06 Well Drilling – West Pangkah;
l. Follow-up on the proposed PGN Contingency Plan;
m. Q3 2025 RKAP Realization Report;
n. Proposal of the 2nd Revision of PGN's 2025 RKAP;
o. Submission of the preliminary Business Alignment Study of SHG;
p. Proposal of the 3rd Revision of RKAP 2025 PGN;
q. Revision of consultant fees, official travel expenses, employee costs, and social costs in the preparation of 2026 RKAP;
r. Update report on the investment implementation of the F-6004 Tank Revitalization Project and other supporting facilities;
s. Update report on 3D Seismic Acquisition & Processing Activities – Pangkah Working Area;
t. Revision of the Board Manual;
u. Update on the proposed Tomori investment;
v. Monthly PGN Management Reports.

6. Undertake working visits to the SOR I PGN work areas in Batam, Cilegon, Semarang, Palembang, the Rokan project work area, and PGN Infrastructure in Damai, the PMO work area, the CGP Project, the OMM Offtake Station Panaran, the TGI Metering Gas Station Panaran, the LNG Hub and the New Proposed Sport Arena Lifestyle Bandung.

Kebijakan, Frekuensi, dan Kehadiran Rapat Komite Pemantau Manajemen Risiko dan Pengembangan Usaha

Policy, Frequency, and Attendance of Meetings of the Risk Management and Business Development Monitoring Committee



20 Kali | Times

Rapat Komite Pemantau Manajemen Risiko dan Pengembangan Usaha di Tahun 2025
Risk Management and Business Development Monitoring Committee Meetings in 2025

Berdasarkan Piagam Komite Pemantau Manajemen Risiko dan Pengembangan Usaha, rapat Komite minimal dilaksanakan 12 kali dalam setahun. Sepanjang tahun 2025, Komite Pemantau Manajemen Risiko dan Pengembangan Usaha mengadakan pertemuan sebanyak 20 kali, dengan rincian frekuensi kehadiran per masing-masing anggota sebagai berikut:

Based on the Charter of the Risk Management and Business Development Monitoring Committee, Committee meetings shall be held at least 12 times per year. Throughout 2025, the Risk Management and Business Development Monitoring Committee convened 20 meetings, with the attendance frequency of each member detailed as follows:

Nama Name	Jabatan di Komite Position in the Committee	Jumlah Rapat Sesuai Masa Tugas Number of Meetings During Term	Kehadiran Attendance	Persentase (%) Percentage (%)
Thanon Aria Dewangga	Ketua Chairperson	4	4	100
Warih Sadono	Anggota Member	15	15	100
Tony S.B Hoesodo	Anggota Member	15	15	100
Rambe Kamarul Zaman	Anggota Member	4	4	100
Yovita L. Handini	Anggota Member	20	20	100
Yudo Anggoro	Anggota Member	20	20	100
Moch Hatta Filsafawan	Anggota Member	20	20	100

Keterangan | Note:
Masa jabatan Ketua dan Anggota Komite Pemantau Manajemen Risiko dan Pengembangan Usaha mengacu kepada tabel Perubahan Komposisi Komite Pemantau Manajemen Risiko dan Pengembangan Usaha.
The terms of office of the Chairman and Members of the Risk Management and Business Development Monitoring Committee refer to the table of Changes in the Composition of the Risk Management and Business Development Monitoring Committee.

KOMITE TATA KELOLA TERINTEGRASI

Pembentukan Komite Tata Kelola Terintegrasi sejalan dengan Peraturan Menteri BUMN Nomor PER-02/MBU/03/2023 tentang Pedoman Tata Kelola Dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.

INTEGRATED GOVERNANCE COMMITTEE

The establishment of the Integrated Governance Committee adheres to the Regulation of SOEs Minister Number PER-02/MBU/03/2023 on Guidelines on Governance and Significant Corporate Activities of State-Owned Enterprises.

Komite Tata Kelola Terintegrasi dibentuk dengan tujuan untuk membantu Dewan Komisaris dalam melakukan pengawasan dan pemberian nasihat terhadap pelaksanaan fungsi Tata Kelola Terintegrasi lainnya sesuai dengan ketentuan peraturan perundang-undangan, anggaran dasar, dan/atau keputusan RUPS/Menteri. Anggota Komite terdiri dari pejabat-pejabat yang telah ditunjuk.

The Integrated Governance Committee was formed to assist the Board of Commissioners in carrying out oversight and providing advice on the implementation of other Integrated Governance functions pursuant to the prevailing laws and regulations, the Articles of Association, and/or resolutions of the GMS/Minister. The Committee members consist of appointed officials.

KOMPOSISI KOMITE TATA KELOLA TERINTEGRASI
Composition of the Integrated Governance Committee

Jabatan Position	**Jabatan dalam Komite** Position in the Committee
Komisaris Utama PGN* President Commissioner of PGN*	Ketua merangkap Anggota Chair concurrently serving as Member
Ketua Komite Nominasi, Remunerasi dan GCG PGN* Chair of the Nomination, Remuneration and GCG Committee of PGN*	Wakil Ketua merangkap Anggota Vice Chair concurrently serving as Member
Ketua Komite Pemantau Manajemen Risiko dan Pengembangan Usaha PGN Chair of the Risk Management and Business Development Monitoring Committee of PGN	Anggota Member
Ketua Komite Audit PGN* Chair of the Audit Committee of PGN*	Anggota Member
Direktur Manajemen Risiko PGN Director of Risk Management of PGN	Sekretaris (tidak merangkap Anggota) Secretary (non-Member)
Komisaris Utama PT Pertamina Gas* President Commissioner of PT Pertamina Gas*	Anggota Member
Komisaris Utama PT PGAS Solution* President Commissioner of PT PGAS Solution*	Anggota Member
Komisaris Utama PT PGAS Telekomunikasi* Nusantara President Commissioner of PT PGAS Telekomunikasi* Nusantara	Anggota Member
Komisaris Utama PT Saka Energi Indonesia* President Commissioner of PT Saka Energi Indonesia*	Anggota Member
Komisaris Utama PT Permata Graha Nusantara* President Commissioner of PT Permata Graha Nusantara*	Anggota Member
Komisaris Utama PT Transportasi Gas Indonesia* President Commissioner of PT Transportasi Gas Indonesia*	Anggota Member
Komisaris Utama PT Gagas Energi Indonesia* President Commissioner of PT Gagas Energi Indonesia*	Anggota Member
Komisaris Utama PT PGN LNG Indonesia* President Commissioner of PT PGN LNG Indonesia*	Anggota Member
Komisaris Utama PT Pertagas Niaga* President Commissioner of PT Pertagas Niaga*	Anggota Member
Komisaris Utama PT Perta Daya Gas* President Commissioner of PT Perta Daya Gas*	Anggota Member
Komisaris Utama PT Perta Samtan Gas* President Commissioner of PT Perta Samtan Gas*	Anggota Member
Komisaris Utama PT Perta Arun Gas* President Commissioner of PT Perta Arun Gas*	Anggota Member
Komisaris Utama PT Solusi Energi Nusantara* President Commissioner of PT Solusi Energi Nusantara*	Anggota Member
Komisaris Utama PT Permata Karya Jasa* President Commissioner of PT Permata Karya Jasa*	Anggota Member
Komisaris Utama PT Widar Mandripa Nusantara* President Commissioner of PT Widar Mandripa Nusantara*	Anggota Member
Komisaris Utama PT Telemedia Dinamika Sarana* President Commissioner of PT Telemedia Dinamika Sarana*	Anggota Member

Catatan / Notes * :
- Jabatan pada Komite Tata Kelola Terintegrasi bersifat *Ex Officio*
  Positions in the Integrated Governance Committee are ex officio in nature.
- Apabila Komisaris Utama Anak Perusahaan atau Cucu Perusahaan tidak ada, maka diwakili oleh Komisaris Independen atau Komisaris dengan masa tugas yang paling lama
  In the absence of a President Commissioner of a Subsidiary or Sub-subsidiary, the role shall be represented by an Independent Commissioner or the Commissioner with the longest tenure.

Independensi Komite Tata Kelola Terintegrasi

Komite Tata Kelola Terintegrasi senantiasa melaksanakan tugas dan tanggung jawabnya secara profesional dan independen, tanpa campur tangan dari pihak manapun.

Piagam Komite Tata Kelola Terintegrasi

Dalam melaksanakan tugas dan tanggung jawab, Komite Pemantau Manajemen Risiko dan Pengembangan Usaha berpedoman pada Piagam Komite yang ditetapkan oleh Keputusan Dewan Komisaris pada tanggal 28 Maret 2024.

Piagam Komite Tata Kelola Terintegrasi secara lengkap dapat dilihat dalam situs web PGN https://pgn.co.id/tata-kelola.

Tugas dan Tanggung Jawab Komite Tata Kelola Terintegrasi

Tugas dan Tanggung Jawab Komite Tata Kelola Terintegrasi sebagaimana tercantum dalam Piagam Komite Pemantau Manajemen Risiko dan Pengembangan Usaha PGN yang ditetapkan oleh Keputusan Dewan Komisaris pada tanggal 28 Maret 2024 adalah sebagai berikut:

1. Mengevaluasi kebijakan dan pelaksanaan TKT, paling sedikit melalui penilaian kecukupan pengendalian internal dan pelaksanaan fungsi kepatuhan secara terintegrasi, dan memberikan rekomendasi kepada Dewan Komisaris Perseroan terkait penyempurnaan kebijakan TKT tersebut, untuk kemudian dimonitor pelaksanaannya oleh Sekretaris Komite TKT.
2. Melakukan pemantauan dan evaluasi atas keselarasan dan penerapan kebijakan TKT di Perseroan/Anak Perusahaan/ Cucu Perusahaan.
3. Memberikan rekomendasi perbaikan tata kelola, berupa upaya mitigasi dan solusi, atas isu strategis di Perseroan/ Anak Perusahaan/Cucu Perusahaan berdasarkan hasil penelaahan dan evaluasi yang terintegrasi.
4. Memfasilitasi *sharing* dan *benchmarking* dari entitas-entitas di dalam lingkup perusahaan para anggota Komite TKT, untuk mengakselerasi efektivitas penerapan tata kelola terintegrasi melalui *lesson learned* dari entitas yang dimaksud.
5. Membuat Rencana Kerja dan Anggaran Tahunan Komite TKT.

Independence of the Integrated Governance Committee

The Integrated Governance Committee consistently performs its duties and responsibilities in a professional and independent manner, without interference from any party.

Charter of the Integrated Governance Committee

In carrying out its duties and responsibilities, the Risk Management and Business Development Monitoring Committee refers to the Committee Charter as stipulated by a Resolution of the Board of Commissioners dated March 28, 2024.

The complete Integrated Governance Committee Charter is available on PGN's website at https://pgn.co.id/tata-kelola.

Duties and Responsibilities of the Integrated Governance Committee

The duties and responsibilities of the Integrated Governance Committee, as set out in the Charter of the Risk Management and Business Development Monitoring Committee of PGN established by a Resolution of the Board of Commissioners dated March 28, 2024, are as follows:

1. Evaluate the policies and implementation of Integrated Governance (TKT), at a minimum through assessing the adequacy of internal controls and the implementation of compliance functions in an integrated manner, and to provide recommendations to the Company's Board of Commissioners regarding improvements to such Integrated Governance policies, which shall subsequently be monitored by the Secretary of the Integrated Governance Committee.
2. Monitor and evaluate the alignment and implementation of Integrated Governance policies within the Company/ Subsidiaries/ Sub-subsidiaries.
3. Provide recommendations for governance improvements, in the form of mitigation measures and solutions, on strategic issues within the Company/Subsidiaries/Sub-subsidiaries based on integrated review and evaluation results.
4. Facilitate sharing and benchmarking among entities within the scope of the companies represented by the members of the Integrated Governance Committee, in order to accelerate the effective implementation of integrated governance through lessons learned from such entities.
5. Prepare the Annual Work Plan and Budget of the Integrated Governance Committee.

6. Menjalankan wewenang, tugas, dan tanggung jawab lain yang terkait dengan fungsinya.

Wewenang Komite Tata Kelola Terintegrasi

Wewenang Komite Tata Kelola Terintegrasi adalah sebagai berikut:

1. Komite TKT berwenang untuk mengakses secara penuh, bebas, dan tidak terbatas, atas informasi yang berkaitan dengan pelaksanaan tugas sesuai dengan ketentuan yang berlaku.
2. Dalam melaksanakan wewenang sebagaimana tersebut di atas, Komite TKT dapat bekerja sama dan berkoordinasi dengan fungsi manajemen Perseroan (antara lain Audit Internal, Hukum dan Kepatuhan, Keuangan dan Manajemen Risiko, Sumber Daya Manusia dan aspek fungsi Operasional Usaha) dan entitas PGN Group serta Komite di bawah Dewan Komisaris Perseroan dan entitas PGN Group terkait dengan bidang tugas Komite TKT.

3. Apabila diperlukan atas persetujuan Dewan Komisaris Perseroan, Komite TKT dapat menggunakan tenaga ahli atau konsultan dari luar Perseroan untuk membantu pelaksanaan tugasnya yang dibiayai oleh Perseroan.

Pelaksanaan Tugas dan Kegiatan Komite Tata Kelola Terintegrasi

Selama tahun 2025, Komite Tata Kelola Terintegrasi telah melaksanakan kegiatan dalam rangka pelaksanaan tugas Komite sejalan dengan Piagam Komite Tata Kelola Terintegrasi, sebagai berikut:

1. *Top Risk Project* 2025 PGN Group;
2. Perspektif *Business Judgement Rules* dalam Tata Kelola Perusahaan dan UU Nomor 1 Tahun 2025 tentang BUMN;
3. Implementasi GCG dalam rangka peningkatan transparansi dan akuntabilitas;
4. *Risk Based Budgeting*;
5. Pengelolaan risiko teknologi dan keamanan siber;
6. Evaluasi sistem pengendalian internal, identifikasi kondisi, dan rekomendasi perbaikan dalam perspektif Internal Audit;
7. Penguatan peran dan budaya kepatuhan dalam korporasi;

8. *Top Risk* 2026 SH Gas Group; dan
9. Mitigasi *Top Three Risk* RKAP 2026.

6. Perform other authorities, duties, and responsibilities related to its function.

Authorities of the Integrated Governance Committee

The authorities of the Integrated Governance Committee are as follows:

1. The Integrated Governance Committee has full, free, and unrestricted access to information related to the performance of its duties in accordance with the prevailing regulations.
2. In exercising the above authority, the Integrated Governance Committee may cooperate and coordinate with the Company's management functions (including Internal Audit, Legal and Compliance, Finance and Risk Management, Human Resources, and operational business functions) and PGN Group entities, as well as Committees under the Company's Board of Commissioners and PGN Group entities in relation to the Committee's scope of duties.
3. If necessary and subject to the approval of the Company's Board of Commissioners, the Integrated Governance Committee may engage external experts or consultants to assist in the performance of its duties at the Company's expense.

Implementation of Duties and Activities of the Integrated Governance Committee

During 2025, the Integrated Governance Committee carried out activities in the performance of its duties aligned with the Integrated Governance Committee Charter, as follows:

1. Top Risk Project 2025 PGN Group;
2. Business Judgment Rules perspective in Corporate Governance and Law Number 1 of 2025 on SOE;
3. Implementation of GCG to enhance transparency and accountability;
4. Risk-Based Budgeting;
5. Management of technology and cybersecurity risks;
6. Evaluation of the internal control system, identification of conditions, and recommendations for improvement from an Internal Audit perspective;
7. Strengthening the role and culture of compliance within the corporation;
8. Top Risk 2026 Gas SH Group; and
9. Mitigation of the Top Three Risks in the 2026 RKAP.

Kebijakan, Frekuensi, dan Kehadiran Rapat Komite Tata Kelola Terintegrasi

Policy, Frequency, and Attendance of Meetings of the Integrated Governance Committee

8 Kali | Times

Rapat Komite Tata Kelola Terintegrasi di Tahun 2025
Integrated Governance Committee Meetings in 2025

Berdasarkan Piagam Komite Tata Kelola Terintegrasi, rapat Komite Tata Kelola Terintegrasi wajib dilaksanakan minimal empat kali dalam setahun. Sepanjang tahun 2025, Komite Tata Kelola Terintegrasi mengadakan pertemuan sebanyak delapan kali, dengan rincian frekuensi kehadiran per masing-masing anggota sebagai berikut:

Based on the Integrated Governance Committee Charter, Committee meetings must be held at least four times per year. Throughout 2025, the Integrated Governance Committee convened eight meetings, with the attendance frequency of each member detailed as follows:

Nama Name	**Jabatan di Komite** Position in the Committee	**Jumlah Rapat Sesuai Masa Tugas** Number of Meetings during the Term of Office	**Kehadiran** Attendance	**Persentase (%)** Percentage (%)
Komisaris Utama PGN* President Commissioner of PGN*	Ketua merangkap Anggota Chair concurrently serving as Member	8 Rapat 8 Meetings	8 Rapat 8 Meetings	100%
Ketua Komite Nominasi, Remunerasi dan GCG PGN* Chair of the Nomination, Remuneration and GCG Committee of PGN*	Wakil Ketua merangkap Anggota Vice Chair concurrently serving as Member	8 Rapat 8 Meetings	8 Rapat 8 Meetings	100%
Ketua Komite Pemantau Manajemen Risiko dan Pengembangan Usaha PGN Chair of the Risk Management and Business Development Monitoring Committee of PGN	Anggota Member	8 Rapat 8 Meetings	8 Rapat 8 Meetings	100%
Ketua Komite Audit PGN* Chair of the Audit Committee of PGN*	Anggota Member	8 Rapat 8 Meetings	8 Rapat 8 Meetings	100%
Direktur Manajemen Risiko PGN Director of Risk Management of PGN	Sekretaris (tidak merangkap Anggota) Secretary (non-Member)	8 Rapat 8 Meetings	8 Rapat 8 Meetings	100%
Komisaris Utama PT Pertamina Gas* President Commissioner of PT Pertamina Gas*	Anggota Member	8 Rapat 8 Meetings	8 Rapat 8 Meetings	100%
Komisaris Utama PT PGAS Solution* President Commissioner of PT PGAS Solution*	Anggota Member	8 Rapat 8 Meetings	8 Rapat 8 Meetings	100%
Komisaris Utama PT PGAS Telekomunikasi* Nusantara President Commissioner of PT PGAS Telekomunikasi* Nusantara	Anggota Member	8 Rapat 8 Meetings	8 Rapat 8 Meetings	100%
Komisaris Utama PT Saka Energi Indonesia* President Commissioner of PT Saka Energi Indonesia	Anggota Member	8 Rapat 8 Meetings	8 Rapat 8 Meetings	100%
Komisaris Utama PT Permata Graha Nusantara* President Commissioner of PT Permata Graha Nusantara*	Anggota Member	8 Rapat 8 Meetings	8 Rapat 8 Meetings	100%
Komisaris Utama PT Transportasi Gas Indonesia* President Commissioner of PT Transportasi Gas Indonesia*	Anggota Member	8 Rapat 8 Meetings	8 Rapat 8 Meetings	100%
Komisaris Utama PT Gagas Energi Indonesia* President Commissioner of PT Gagas Energi Indonesia*	Anggota Member	8 Rapat 8 Meetings	8 Rapat 8 Meetings	100%

Nama Name	Jabatan di Komite Position in the Committee	Jumlah Rapat Sesuai Masa Tugas Number of Meetings during the Term of Office	Kehadiran Attendance	Persentase (%) Percentage (%)
Komisaris Utama PT PGN LNG Indonesia* President Commissioner of PT PGN LNG Indonesia*	Anggota Member	8 Rapat 8 Meetings	8 Rapat 8 Meetings	100%
Komisaris Utama PT Pertagas Niaga* President Commissioner of PT Pertagas Niaga*	Anggota Member	8 Rapat 8 Meetings	8 Rapat 8 Meetings	100%
Komisaris Utama PT Perta Daya Gas* President Commissioner of PT Perta Daya Gas*	Anggota Member	8 Rapat 8 Meetings	8 Rapat 8 Meetings	100%
Komisaris Utama PT Perta Samtan Gas* President Commissioner of PT Perta Samtan Gas*	Anggota Member	8 Rapat 8 Meetings	8 Rapat 8 Meetings	100%
Komisaris Utama PT Perta Arun Gas* President Commissioner of PT Perta Arun Gas*	Anggota Member	8 Rapat 8 Meetings	8 Rapat 8 Meetings	100%
Komisaris Utama PT Solusi Energi Nusantara* President Commissioner of PT Solusi Energi Nusantara*	Anggota Member	8 Rapat 8 Meetings	8 Rapat 8 Meetings	100%
Komisaris Utama PT Permata Karya Jasa* President Commissioner of PTPermata Karya Jasa	Anggota Member	8 Rapat 8 Meetings	8 Rapat 8 Meetings	100%
Komisaris Utama PT Widar Mandripa Nusantara* President Commissioner of PT Widar Mandripa Nusantara*	Anggota Member	8 Rapat 8 Meetings	8 Rapat 8 Meetings	100%
Komisaris Utama PT Telemedia Dinamika Sarana* President Commissioner of PT Telemedia Dinamika Sarana*	Anggota Member	8 Rapat 8 Meetings	8 Rapat 8 Meetings	100%

Catatan / Notes * :
- Jabatan pada Komite Tata Kelola Terintegrasi bersifat *Ex Officio*
  Positions in the Integrated Governance Committee are ex officio in nature
- Apabila Komisaris Utama Anak Perusahaan atau Cucu Perusahaan tidak ada, maka diwakili oleh Komisaris Independen atau Komisaris dengan masa tugas yang paling lama
  In the absence of a President Commissioner of a Subsidiary or Sub-subsidiary, the role shall be represented by an Independent Commissioner or the Commissioner with the longest tenure

SEKRETARIS DEWAN KOMISARIS
SECRETARY TO THE BOARD OF COMMISSIONERS

Berdasarkan Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tentang Organ Dan Sumber Daya Manusia Badan Usaha Milik Negara, Sekretaris Dewan Komisaris harus memahami sistem pengelolaan, pengawasan dan pembinaan BUMN, memiliki integritas yang baik, memahami fungsi kesekretariatan, dan memiliki kemampuan untuk berkomunikasi dan berkoordinasi dengan baik.

Pursuant to the Regulation of SOEs Minister Number PER-3/MBU/03/2023 on the Organs and Human Resources of State-Owned Enterprises, the Secretary to the Board of Commissioners must have an understanding of the management, supervision, and development systems of SOEs, possess strong integrity, understand secretarial functions, and have the ability to communicate and coordinate effectively.

PROFIL SEKRETARIS DEWAN KOMISARIS
PROFILE OF THE SECRETARY TO THE BOARD OF COMMISSIONERS



STRASFIATRI AULIANA
SEKRETARIS DEWAN KOMISARIS
SECRETARY TO THE BOARD OF COMMISSIONERS

1 Januari-31 Desember 2025 | January 1 - December 31, 2025

Usia Age	64 tahun per 31 Desember 2025 64 years old as of December 31, 2025
Tempat & Tanggal Lahir Place & Date of Birth	Sydney, Australia, 28 November 1961 Sydney, Australia, November 28, 1961
Kewarganegaraan Citizenship	Warga Negara Indonesia Indonesian Citizen
Domisili Domicile	Jakarta
Dasar Hukum Penunjukan Legal Basis of Appointment	Surat Keputusan Dewan Komisaris PT Perusahaan Gas Negara Tbk Nomor Kep- 14/D-KOM/2020 tanggal 23 Desember 2020 tentang Pengangkatan Saudari Strasfiatri Auliana sebagai Sekretaris Dewan Komisaris PT Perusahaan Gas Negara Tbk. Sesuai Keputusan Dewan Komisaris tersebut, masa tugas Strasfiatri Auliana sebagai Sekretaris Dewan Komisaris Perseroan adalah tiga tahun, terhitung mulai tanggal 1 Januari 2021 sampai dengan 31 Desember 2023. Kemudian masa tugas tersebut diperpanjang melalui Surat Keputusan Dewan Komisaris PT Perusahaan Gas Negara Tbk Nomor Kep-25/D-KOM/2023 tanggal 28 Desember 2023 tentang Perpanjangan Masa Tugas Saudari Strasfiatri Auliana sebagai Sekretaris Dewan Komisaris PT Perusahaan Gas Negara Tbk terhitung mulai tanggal 1 Januari 2024 sampai dengan 31 Desember 2025. Based on the Decree of the Board of Commissioners of PT Perusahaan Gas Negara Tbk Number Kep-14/D-KOM/2020 dated December 23, 2020 on the Appointment of Ms. Strasfiatri Auliana as Secretary to the Board of Commissioners of PT Perusahaan Gas Negara Tbk. Pursuant to such Decree, her term of office as Secretary to the Board of Commissioners was three years, effective from January 1, 2021 until December 31, 2023. Her term was subsequently extended through the Decree of the Board of Commissioners of PT Perusahaan Gas Negara Tbk Number Kep-25/D-KOM/2023 dated December 28, 2023 on the Extension of the Term of Office of Ms. Strasfiatri Auliana as Secretary to the Board of Commissioners of PT Perusahaan Gas Negara Tbk, effective from January 1, 2024 until December 31, 2025.
Latar Belakang Pendidikan Educational Background	Sarjana Teknik Elektro dari Institut Teknologi Bandung (1986). Bachelor's Degree in Electrical Engineering from Bandung Institute of Technology (1986).
Riwayat Jabatan Work Experience	• Direktur Corporate Services dan Regional di Koperasi Karyawan Indosat (2014- 2018); • Group Head Corporate Secretary di PT Indosat Tbk (2006–2014); • Group Head Risk Management di PT Indosat Tbk (2009–2012). • Director of Corporate Services and Regional at Indosat Employee Cooperative (2014–2018); • Group Head of Corporate Secretary at PT Indosat Tbk (2006–2014); • Group Head of Risk Management at PT Indosat Tbk (2009–2012).
Sertifikasi Certifications	Certified Audit Committee Practices (CACP) dan Certified Risk Professional (CRP) Certified Audit Committee Practices (CACP) and Certified Risk Professional (CRP)

KUS MARYANTO
SEKRETARIS DEWAN KOMISARIS
SECRETARY TO THE BOARD OF COMMISSIONERS

1 Januari 2026-sekarang | January 1, 2026-Present

Usia Age	64 tahun per 31 Desember 2025 64 years old as of December 31, 2025
Tempat & Tanggal Lahir Place & Date of Birth	Magelang, 1 April 1961 Magelang, April 1, 1961
Kewarganegaraan Citizenship	Warga Negara Indonesia Indonesian Citizen
Domisili Domicile	Jakarta
Dasar Hukum Penunjukan Legal Basis of Appointment	Surat Keputusan Dewan Komisaris PT Perusahaan Gas Negara Tbk Nomor Kep-26/D-KOM/2025 tanggal 29 Desember 2025 tentang Pengangkatan Saudara Kus Maryanto sebagai Sekretaris Dewan Komisaris PT Perusahaan Gas Negara Tbk. Sesuai Keputusan Dewan Komisaris tersebut, masa tugas Kus Maryanto sebagai Sekretaris Dewan Komisaris Perseroan adalah tiga tahun, terhitung mulai tanggal 1 Januari 2026 sampai dengan 31 Desember 2028. Based on the Decree of the Board of Commissioners of PT Perusahaan Gas Negara Tbk Number Kep-26/D-KOM/2025 dated December 29, 2025 on the Appointment of Mr. Kus Maryanto as Secretary to the Board of Commissioners of PT Perusahaan Gas Negara Tbk. Pursuant to such Decree, his term of office as Secretary to the Board of Commissioners of the Company is three years, effective from January 1, 2026 until December 31, 2028.
Periode Jabatan Term of Office	2025-sekarang (Periode Pertama) 2025-present (First Term)
Latar Belakang Pendidikan Educational Background	• Sarjana dari STIE Jakarta (1987), • S2 dari Universitas Surapati (2009). • Bachelor's degree from STIE Jakarta (1987), • Master's degree from Universitas Surapati (2009).
Riwayat Jabatan Work Experience	• Direktur di PT Garuda Elang Perkasa (2012-2018), • General Manager Group Holding di PT New Armada Group (1999-2012), • Kepala Internal Audit Group di PT Pembangunan Jaya Group (Holding) (1990-1998), • Auditor di KAP SGV Utomo (1987-1990). • Director at PT Garuda Elang Perkasa (2012–2018), • Group Holding General Manager at PT New Armada Group (1999–2012), • Head of Group Internal Audit at PT Pembangunan Jaya Group (Holding) (1990–1998), • Auditor at KAP SGV Utomo (1987–1990).
Sertifikasi Certifications	Certified Risk Professional (CRP). Certified Risk Professional (CRP).



PROGRAM PELATIHAN SEKRETARIS DEWAN KOMISARIS

Selama tahun 2025, Sekretaris Dewan Komisaris telah mengikuti berbagai pendidikan dan pelatihan dalam rangka peningkatan kompetensi dan pengetahuan selaras dengan kebutuhan Perusahaan, antara lain:

TRAINING PROGRAM OF THE SECRETARY TO THE BOARD OF COMMISSIONERS

Throughout 2025, the Secretary to the Board of Commissioners participated in various education and training programs aimed at enhancing competencies and knowledge in alignment with the Company's needs, including:

Nama Name	Tanggal Pelaksanaan Date	Tempat Location	Keterangan Description
Strasfiatri Auliana	13-14 Februari 2025 February 13-14, 2025	Batam	Energizing Motivation Session - Retreat BOC BOD PT PGN Tbk
	3 November 2025 November 3, 2025	Jakarta	Strategi Pengembangan Bisnis Gas & LNG Domestik Domestic Gas & LNG Business Development Strategy

PELAKSANAAN TUGAS SEKRETARIS DEWAN KOMISARIS 2025

Selama tahun 2025, Sekretaris Dewan Komisaris telah melaksanakan beragam kegiatan untuk membantu Dewan Komisaris dalam melaksanakan tugasnya berupa:

1. Mempersiapkan rapat, termasuk bahan rapat (*briefing sheet*) 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 Dewan Komisaris;
5. Menyusun rancangan laporan-laporan Dewan Komisaris;
6. Memastikan dokumen penyelenggaraan kegiatan huruf a sampai dengan e di atas tersimpan dengan baik; dan
7. Melaksanakan tugas lain dari Dewan Komisaris.

IMPLEMENTATION OF DUTIES OF THE SECRETARY TO THE BOARD OF COMMISSIONERS 2025

Throughout 2025, the Secretary to the Board of Commissioners carried out various activities to support the effective performance of the duties and functions of the Board of Commissioners, including:

1. Preparing meetings of the Board of Commissioners, including the briefing sheets;
2. Preparing, documenting, and properly archiving the minutes of meetings of the Board of Commissioners
3. Administering all documents of the Board of Commissioners, including incoming and outgoing correspondence, minutes of meetings, and other supporting documents;
4. Preparing draft Work Plans and Budgets of the Board of Commissioners;
5. Preparing draft reports of the Board of Commissioners;
6. Ensuring that all documents related in items a through e above are properly documented; and
7. Performing other duties as assigned by the Board of Commissioners.

KOMITE DI BAWAH DIREKSI
COMMITTEES UNDER THE BOARD OF DIRECTORS

KOMITE MANAJEMEN RISIKO

Pada tahun 2025, sehubungan dengan telah ditetapkannya Direktur Manajemen Risiko dengan dilengkapi Tata Kerja Direktorat Manajemen Risiko dan Organisasi di lingkup Direktorat Manajemen Risiko di akhir tahun 2024 sesuai dengan Peraturan Menteri Badan Usaha Milik Negara Nomor PER-2/MBU/03/2023 (PER-2) tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, maka pengelolaan risiko tidak lagi dilakukan melalui Komite di bawah Direksi atau Komite Manajemen Risiko, namun menjadi tugas dan tanggung jawab dari Direktur Manajemen Risiko selaku Chief Risk Officer.

RISK MANAGEMENT COMMITTEE

In 2025, following the appointment of a Director of Risk Management along with the establishment of the Risk Management Directorate's Work Guidelines and Organizational Structure within the Risk Management Directorate at the end of 2024, in accordance with Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 (PER-2) on Guidelines on Governance and Significant Corporate Activities of State-Owned Enterprises risk management is no longer carried out through a committee under the Board of Directors or through the Risk Management Committee. Instead, it has become the duty and responsibility of the Director of Risk Management in their capacity as Chief Risk Officer.



SEKRETARIS PERUSAHAAN
CORPORATE SECRETARY

PGN telah menunjuk Fajriyah Usman sebagai Sekretaris Perusahaan pada 31 Juli 2024, melalui Surat Penugasan PT Perusahaan Gas Negara (Persero) Tbk Nomor 049200.K/KP.02.03/PDO/2024 dan telah disampaikan kepada Otoritas Jasa Keuangan melalui Surat Nomor 049000.S/KU.06.01/PDO/2024 tanggal 31 Juli 2024.

PGN appointed Fajriyah Usman as Corporate Secretary on July 31, 2024, through Assignment Letter of PT Perusahaan Gas Negara (Persero) Tbk Nomor 049200.K/KP.02.03/PDO/2024, and the appointment was reported to the Financial Services Authority through Letter Nomor 049000.S/KU.06.01/PDO/2024 dated July 31, 2024.

PROFIL SEKRETARIS PERUSAHAAN
CORPORATE SECRETARY PROFILE



FAJRIYAH USMAN
SEKRETARIS PERUSAHAAN
CORPORATE SECRETARY

Usia Age	46 tahun per 31 Desember 2025 46 years old as of December 31, 2025
Tempat & Tanggal Lahir Place & Date of Birth	Jakarta, 16 November 1979 Jakarta, November 16, 1979
Kewarganegaraan Citizenship	Warga Negara Indonesia Indonesian Citizen
Domisili Domicile	Jakarta
Dasar Hukum Penunjukan Legal Basis of Appointment	Penunjukan Corporate Secretary dilakukan dalam rangka pemenuhan Peraturan Otoritas Jasa Keuangan Nomor 35/POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik dan Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-01/ MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (Good Corporate Governance) pada Badan Usaha Milik Negara yang terakhir diubah melalui Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-09/MBU/2012 tentang Perubahan atas Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik Pada Badan Usaha Milik Negara. Penunjukan Corporate Secretary yang kini menjabat dilaksanakan melalui Surat Penugasan PT Perusahaan Gas Negara (Persero) Tbk Nomor 049200.K/KP.02.03/ PDO/2024 tanggal 31 Juli 2024. Penunjukan Corporate Secretary itu telah disampaikan kepada Otoritas Jasa Keuangan melalui Surat Nomor 049000.S/KU.06.01/PDO/2024 tanggal 31 Juli 2024. The appointment of the Corporate Secretary was made in compliance with Financial Services Authority Regulation Number 35/POJK.04/2014 on the Corporate Secretary of Issuers or Public Companies and Regulation of the Minister of State-Owned Enterprises Number PER-01/MBU/2011 on the Implementation of Good Corporate Governance in State-Owned Enterprises, as last amended by Regulation of the Minister of State-Owned Enterprises Number PER-09/MBU/2012 on Amendments to Regulation of the Minister of State-Owned Enterprises Number PER-01/MBU/2011 on the Implementation of Good Corporate Governance in State-Owned Enterprises. The appointment of the current Corporate Secretary was carried out through the Assignment Letter of PT Perusahaan Gas Negara (Persero) Tbk Number 049200.K/KP.02.03/PDO/2024 dated July 31, 2024. The appointment was reported to the Financial Services Authority through Letter Number 049000.S/KU.06.01/PDO/2024 dated July 31, 2024.
Latar Belakang Pendidikan Educational Background	Menyelesaikan pendidikan Sarjana Ekonomi di Universitas Indonesia pada tahun 2002. Earned a Bachelor's degree in Economics from Universitas Indonesia in 2002.
Riwayat Jabatan Work Experience	• Menjabat sebagai Corporate Secretary sejak 31 Juli 2024, • Mengawali karier di Pertamina Group sebagai Head of Investor Relations PT Elnusa Tbk (2009-2012), • VP Corporate Secretary PT Elnusa Tbk (2012-2018), • Direktur Utama PT Elnusa Trans Samudera (2018-2019), • VP Corporate Communication PT Pertamina (Persero) (2019-2022), • VP CSR & SMEPP Management PT Pertamina (Persero) (2022-2024), • Corporate Secretary PT Perusahaan Gas Negara Tbk (2024-sekarang). • Serving as Corporate Secretary since July 31, 2024. • Began her career within the Pertamina Group as Head of Investor Relations at PT Elnusa Tbk (2009–2012), • Vice President Corporate Secretary at PT Elnusa Tbk (2012–2018), • President Director of PT Elnusa Trans Samudera (2018–2019), • Vice President Corporate Communication at PT Pertamina (Persero) (2019–2022), • Vice President CSR & SMEPP Management at PT Pertamina (Persero) (2022–2024), • Corporate Secretary of PT Perusahaan Gas Negara Tbk (2024–present).

DASAR PENGANGKATAN SEKRETARIS PERUSAHAAN

Acuan dalam pembentukan, pengangkatan dan pelaksanaan Sekretaris Perusahaan PGN antara lain :

1. Anggaran Dasar PGN.
2. Peraturan Otoritas Jasa Keuangan Nomor 35/POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik.
3. Peraturan Menteri Negara BUMN Nomor PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan Yang Baik (Good Corporate Governance) pada Badan Usaha Milik Negara, sebagaimana telah diubah terakhir kali dengan PER-2/MBU/03/2023 Tahun 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.
4. Undang-undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara.

FUNGSI DAN TANGGUNG JAWAB CORPORATE SECRETARY

Corporate Secretary menjalankan fungsi untuk mengelola kegiatan *stakeholder management*, komunikasi korporat, hubungan investor, layanan dukungan korporat, serta pelaksanaan program *Corporate Social Responsibility* (CSR) untuk mendukung kelancaran kegiatan operasional Subholding Gas sesuai peraturan perundang-undangan yang berlaku. Fungsi ini selaras dengan Keputusan Direksi Nomor 013000.K/OT/PDO/2022 tentang Tata Kerja Direktorat Utama tanggal 31 Maret 2022.

PENGANGKATAN DAN PEMBERHENTIAN CORPORATE SECRETARY

Corporate Secretary diangkat dan diberhentikan oleh Direksi atas persetujuan Dewan Komisaris.

STRUKTUR ORGANISASI CORPORATE SECRETARY

Dalam menjalankan fungsinya, Corporate Secretary dibantu oleh Divisi Investor Relations; Divisi Corporate Communication; Divisi Government and Community Relations; Divisi Corporate Support and Services; dan Divisi Corporate Social Responsibility. Corporate Secretary juga bertanggungjawab langsung kepada Direktur Utama.

BASIS FOR THE APPOINTMENT OF THE CORPORATE SECRETARY

References for the establishment, appointment, and implementation of the Corporate Secretary function at PGN include :

1. The Articles of Association of PGN.
2. Financial Services Authority Regulation Number 35/POJK.04/2014 on the Corporate Secretary of Issuers or Public Companies.
3. Regulation of SOEs Minister Number PER-01/MBU/2011 on the Implementation of Good Corporate Governance in State-Owned Enterprises, as last amended by PER-2/MBU/03/2023 of 2023 on Guidelines on Governance and Significant Corporate Activities of State-Owned Enterprises.
4. Law Number 19 of 2003 on State-Owned Enterprises.

FUNCTIONS AND RESPONSIBILITIES OF THE CORPORATE SECRETARY

The Corporate Secretary carries out the function of managing stakeholder engagement activities, corporate communications, investor relations, corporate support services, and the implementation of Corporate Social Responsibility (CSR) programs to support the smooth operation of the Gas Subholding in accordance with prevailing laws and regulations. This function is aligned with Board of Directors Decree Number 013000.K/OT/PDO/2022 on the Work Guidelines of the President Director's Directorate dated March 31, 2022.

APPOINTMENT AND DISMISSAL OF THE CORPORATE SECRETARY

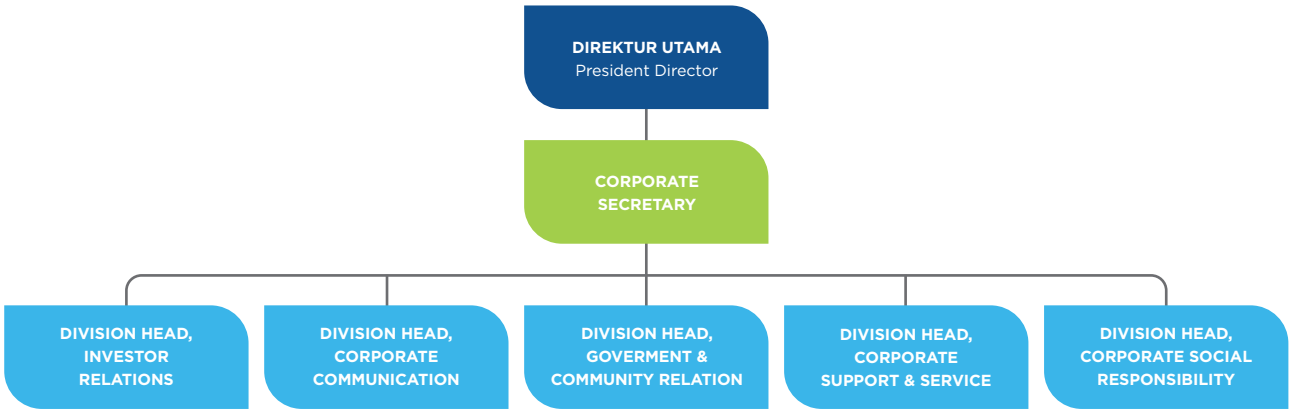
The Corporate Secretary is appointed and dismissed by the Board of Directors with the approval of the Board of Commissioners.

ORGANIZATIONAL STRUCTURE OF THE CORPORATE SECRETARY

In carrying out their duties, the Corporate Secretary is assisted by the Investor Relations Division; Corporate Communication Division; Government and Community Relations Division; Corporate Support and Services Division; and Corporate Social Responsibility Division. The Corporate Secretary reports directly to the President Director.

Berikut struktur organisasi Corporate Secretary yang ditetapkan berdasarkan Keputusan Direksi Nomor 004100.K/OT.00/ HCGS/2023, tanggal 24 Maret 2023 tentang struktur organisasi berserta PRL dan formasi PT Perusahaan Gas Negara Tbk.

The following is the organizational structure of the Corporate Secretary as stipulated in Board of Directors Decree Number 004100.K/OT.00/HCGS/2023 dated March 24, 2023 on the organizational structure, including PRL and staffing formation of PT Perusahaan Gas Negara Tbk.

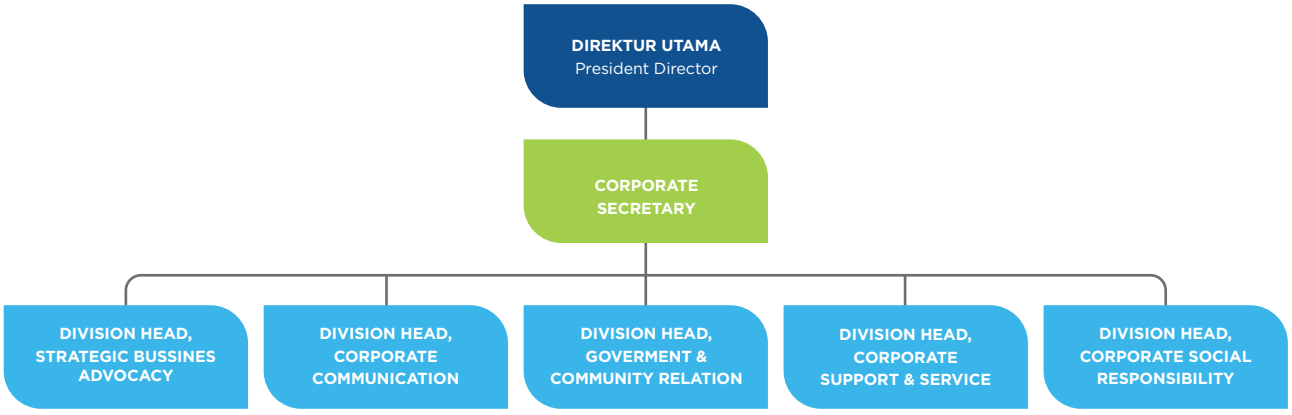


Pada 31 Desember 2025, PGN mengalami perubahan organisasi BOD-1 sebagaimana tercantum dalam Keputusan Direksi PT Perusahaan Gas Negara Tbk Nomor 078000.K/OT.00/HCGS/2025 tanggal 31 Desember 2025 tentang Perubahan atas Keputusan Direksi PT Perusahaan Gas Negara Tbk Nomor: 062100.K/OT.00/HCGS/2024 tanggal 31 Desember 2024 dan Keputusan Direksi PT Perusahaan Gas Negara Tbk Nomor 076300.K/OT.00/HCGS/2025 tanggal 16 Desember 2025.

As of December 31, 2025, PGN implemented changes to its BOD-1 organizational structure as stipulated in the Board of Directors Decree of PT Perusahaan Gas Negara Tbk Number 078000.K/OT.00/HCGS/2025 dated December 31, 2025 on Amendments to the Board of Directors Decree of PT Perusahaan Gas Negara Tbk Number 062100.K/OT.00/HCGS/2024 dated December 31, 2024 and Board of Directors Decree of PT Perusahaan Gas Negara Tbk Number 076300.K/OT.00/HCGS/2025 dated December 16, 2025.

Perubahan organisasi meliputi perpindahan garis lapor Fungsi Strategic Business Advocacy, yang semula berada di bawah Direktur Utama berubah menjadi di bawah Corporate Secretary. Kemudian, perpindahan garis lapor Fungsi Investor Relations yang semula berada di bawah Corporate Secretary, berubah menjadi di bawah Direktur Keuangan.

The organizational changes include a revision to reporting lines. The Strategic Business Advocacy Function, which previously reported to the President Director, has been reassigned to report to the Corporate Secretary. Furthermore, the Investor Relations Function, which was previously under the Corporate Secretary, has been reassigned to be under the Director of Finance.



PELAKSANAAN TUGAS CORPORATE SECRETARY 2025

Selama tahun 2025, Corporate Secretary telah melaksanakan tugasnya sebagai berikut:

1. Menyelenggarakan RUPS Tahunan;
2. Melaksanakan program orientasi bagi Direksi dan/atau Dewan Komisaris yang baru diangkat;
3. Menyelenggarakan *Public Expose* Tahunan;
4. Menjalin komunikasi dengan Kementerian Badan Usaha Milik Negara (BUMN), Kementerian Energi dan Sumber Daya Mineral (ESDM), Sekretariat Negara, BPH Migas, Otoritas Jasa Keuangan (OJK), Bursa Efek Indonesia (BEI), Kustodian Sentral Efek Indonesia (KSEI), Indonesian Capital Market Electronic Library (ICaMEL), Biro Administrasi Efek (BAE), dan lembaga-lembaga terkait lainnya; serta menjadi penghubung antara Perusahaan dengan pemegang saham dan investor;
5. Mengkoordinasikan Rapat Dengar Pendapat (RDP) dengan Komisi DPR terkait dan kunjungan kerja dengan *stakeholders*;
6. Menghadiri setiap pelaksanaan Rapat Dewan Komisaris dan Rapat Direksi serta melakukan kegiatan administrasi notulen hasil rapat Dewan Komisaris dan rapat Direksi;
7. Mengelola keterbukaan informasi kepada masyarakat, termasuk penyampaian keterbukaan informasi kepada Otoritas Jasa Keuangan dan Bursa Efek Indonesia serta ketersediaan informasi dalam situs web Perusahaan;
8. Memastikan tersusun dan tersampaikannya Laporan Tahunan 2025 kepada publik dan otoritas regulator terkait;
9. Memastikan terselesaikannya seluruh arahan Dewan Komisaris dan Direksi PGN; dan
10. Mengelola kebijakan CSR PGN dan *corporate event* yang melibatkan pihak internal maupun eksternal dan berskala nasional atau internasional.

KETERBUKAAN INFORMASI

Corporate Secretary bersama Legal Counsel and Compliance Group dan Investor Relation senantiasa melakukan pelaporan kepada Otoritas Jasa Keuangan dan Bursa Efek Indonesia sebagai otoritas pasar modal dalam rangka memenuhi kewajiban keterbukaan informasi kepada publik. Keterbukaan informasi PGN dapat dilihat dalam situs web Perseroan dan situs web Bursa Efek Indonesia.

IMPLEMENTATION OF THE CORPORATE SECRETARY'S DUTIES IN 2025

Throughout 2025, the Corporate Secretary carried out the following duties:

1. Convened the Annual GMS;
2. Implemented orientation programs for newly appointed members of the Board of Directors and/or Board of Commissioners;
3. Organized the Annual Public Expose;
4. Maintained communication with the Ministry of State-Owned Enterprises (SOEs), the Ministry of Energy and Mineral Resources (MEMR), the State Secretariat, BPH Migas, the Financial Services Authority (OJK), the Indonesia Stock Exchange (IDX), the Indonesia Central Securities Depository (KSEI), the Indonesian Capital Market Electronic Library (ICaMEL), the Securities Administration Bureau (BAE), and other relevant institutions; and acted as liaison between the Company and its shareholders and investors;
5. Coordinated Hearing Meetings (RDP) with the relevant Commission of the House of Representatives (DPR) and working visits with stakeholders;
6. Attended all meetings of the Board of Commissioners and the Board of Directors and carried out administrative activities related to the minutes of Board of Commissioners and Board of Directors meetings;
7. Managed public information disclosure, including submission of information disclosures to the Financial Services Authority and the Indonesia Stock Exchange, as well as ensuring the availability of information on the Company's website;
8. Ensured the preparation and submission of the 2025 Annual Report to the public and relevant regulatory authorities;
9. Ensured the completion of all directives from the Board of Commissioners and the Board of Directors of PGN; and
10. Managed PGN's CSR policies and corporate events involving internal and external parties at national and international levels.

INFORMATION DISCLOSURE

The Corporate Secretary, together with the Legal Counsel and Compliance Group and Investor Relations, consistently reports to the Financial Services Authority and the Indonesia Stock Exchange as capital market authorities in order to fulfill public disclosure obligations. PGN's information disclosures are available on the Company's website and on the Indonesia Stock Exchange website.

PELATIHAN SEKRETARIS PERUSAHAAN
Corporate Secretary Training

Tanggal Date	Agenda Agenda	Penyelenggara Organizer
September 2025	Fraud Awareness	Pertamina Corporate University
September 2025	Perlindungan Data Pribadi Personal Data Protection	Pertamina Corporate University
September 2025	HSSE Culture Training	HSSE
26 November 2025 November 26th, 2025	Star Track Executive Development - Marketing Strategy	Cornell University
November 2025 November 2025	*Retreat* Terintegrasi Direksi dan Komisaris Pertamina Group Integrated Retreat of the Board of Directors and Board of Commissioners of Pertamina Group	Akademi Militer Magelang Military Academy, Magelang
4 Desember 2025 December 4, 2025	Executive Media Training	Konten Emiten Indonesia Indonesian Issuer Content
Desember 2025 December 2025	Corporate Life Saving Rules	HSSE
Desember 2025 December 2025	HSSE Mandatory Training	HSSE

INVESTOR RELATIONS
INVESTOR RELATIONS



Tim Investor Relations PGN
Investor Relations Team PGN

Divisi Investor Relations PGN bertugas sebagai penghubung antara Perseroan dengan investor, calon investor, pemegang saham, analis, dan komunitas Pasar Modal lainnya. Tujuannya agar para pemangku kepentingan dan komunitas Pasar Modal dapat memiliki akses informasi yang komprehensif dan akurat terkait kinerja dan arah strategis perusahaan untuk mendukung proses pengambilan keputusan investasi.

Hingga akhir tahun 2025, Divisi Investor Relations terdiri dari enam personel, termasuk satu orang Division Head. Sesuai Keputusan Direksi PGN Nomor: 078000.K/OT.00/HCGS/2025 tanggal 31 Desember 2025, Divisi Investor Relations berada di bawah Direktur Keuangan.

TUGAS DAN TANGGUNG JAWAB DIVISI INVESTOR RELATIONS

Divisi Investor Relations PGN bertugas:

1. Mengelola kebijakan Investor Relations yang setara dan berimbang kepada seluruh pemegang saham, baik kepada Holding Migas sebagai pemegang saham mayoritas, maupun kepada pemegang saham minoritas;
2. Mengelola data dan informasi baik yang bersifat keuangan maupun non keuangan di lingkungan Subholding Gas Group kepada investor/komunitas Pasar Modal dalam rangka mendapatkan penilaian yang wajar atas nilai perusahaan untuk mendukung proses pengambilan keputusan investasi investor maupun calon investor PGN;
3. Menyusun dan melaksanakan strategi komunikasi yang efektif dengan investor/komunitas keuangan, khususnya para pemegang saham PGN dan analis Pasar Modal melalui kegiatan seperti *Earning Call, Analyst Briefing*, dan *Public Expose*;
4. Menyiapkan rekomendasi *investor strategy* guna memastikan *fair value* PGN kepada Direksi;
5. Menyampaikan laporan secara regular kepada Direksi tentang kinerja saham PGAS serta kondisi dan persepsi Pasar Modal terhadap PGN;
6. Mengelola laporan dan informasi regular dan non regular dalam rangka melaksanakan kepatuhan Perusahaan Terbuka berdasarkan ketentuan yang berlaku (Bursa Efek Indonesia dan Otoritas Jasa Keuangan), berkoordinasi dengan fungsi Legal & Compliance;

PGN Investor Relations Division serves as a liaison between the Company and investors, potential investors, shareholders, analysts, and other Capital Market communities. The objective is to ensure that stakeholders and the Capital Market communities gain access to comprehensive and accurate information regarding the Company's performance and strategic direction, supporting the investment decision-making process.

As of the end of 2025, the Investor Relations Division comprises six personnel, including one Division Head. Pursuant to the Decree of PGN Board of Directors Number 078000.K/OT.00/HCGS/2025 dated December 31, 2025, the Investor Relations Division is subordinate to the Director of Finance.

DUTIES AND RESPONSIBILITIES OF THE INVESTOR RELATIONS DIVISION

The PGN Investor Relations Division is responsible for:

1. Managing an equitable and balanced Investor Relations policy to all shareholders, be it to the Oil and Gas Holding as the majority shareholder or to minority shareholders;
2. Managing financial and non-financial data and information within the Gas Subholding Group for investors/the Capital Market communities to obtain a fair assessment of the Company's value to support the investment decision-making process of PGN's investors and potential investors;
3. Developing and implementing an effective communication strategy with investors/the financial community, particularly PGN shareholders and Capital Market analysts, through activities such as Earning Calls, Analyst Briefings, and Public Exposes;
4. Preparing investor strategy recommendations to ensure PGN's fair value to the Board of Directors;
5. Submitting regular reports to the Board of Directors on PGAS's stock performance and the Capital Market's conditions and perceptions of PGN;
6. Managing regular and non-regular reports and information to ensure Public Company compliance with applicable regulations (Indonesia Stock Exchange and the Financial Services Authority), in coordination with the Legal & Compliance function;

7. Mengelola pelaksanaan pembayaran dividen kepada pemegang saham dan pelaporannya;
8. Mengoordinasi penyusunan *Annual Report*;
9. Mengelola pendokumentasian RUPS, termasuk materi yang akan disampaikan dalam RUPS.

7. Managing the implementation of dividend payments to shareholders and their reporting;
8. Coordinating the preparation of the Annual Report;
9. Managing the documentation of the GMS, including the materials to be presented at the GMS.

KEGIATAN DIVISI INVESTOR RELATIONS PADA 2025

Sepanjang tahun 2025, Divisi Investor Relations menyelenggarakan pertemuan berskala besar dengan pemegang saham, investor, calon investor, dan analis sebagai berikut:

INVESTOR RELATIONS DIVISION ACTIVITIES IN 2025

Across 2025, the Investor Relations Division held large-scale meetings with shareholders, investors, potential investors, and analysts as follows:

Kegiatan Activities	**Tanggal** Date
Analyst Briefing Analyst Briefing	23 Januari 2025 January 23, 2025
Mandiri Investment Forum Mandiri Investment Forum	12 Februari 2025 February 12, 2025
Earning Calls Kinerja Tahun 2024 Earnings Calls for 2024 Performance	26 Maret 2025 March 26, 2025
Earning Calls Kinerja Kuartal I 2025 Earnings Calls for Q1 2025 Performance	5 Mei 2025 May 5, 2025
Non Deal Roadshow Hosted by Mandiri Sekuritas Non-Deal Roadshow Hosted by Mandiri Securities	20 Mei 2025 May 20, 2025
Non Deal Roadshow Hosted by UBS Sekuritas Non-Deal Roadshow Hosted by UBS Securities	21 Mei 2025 May 21, 2025
Pertamina *Investor Day - Conference* Pertamina Investor Day Conference	16-18 Juli 2025 July 16-18, 2025
Publik Expose Kinerja Semester I 2025 Public Expose of Q1 2025 Performance	10 September 2025 September 10, 2025
Earning Calls Kinerja Kuartal III 2025 Earnings Calls for Q3 2025 Performance	5 November 2025 November 5, 2025

Selain itu, Divisi Investor Relations juga menyelenggarakan kegiatan sebagai berikut:

Additionally, the Investor Relations Division also held the following activities:

Kegiatan Activities	**Frekuensi** Frequency
One-on-one Meeting	296 kali | times
Site Visit	5 kali | times

KEANGGOTAAN DIVISI INVESTOR RELATIONS PADA 2025
Membership of Investor Relations Division in 2025

Keanggotaan Membership	**Status** Status
National Investor Relations Institute (NIRI)	Anggota aktif Active member
Association of Indonesia Investor Relations (AIIR)	Anggota aktif Active member

COVERAGE REPORT SAHAM PGAS
Coverage Report of PGAS Shares

Selama tahun 2025, terdapat 25 analis dalam dan luar negeri yang melakukan *coverage report* saham PGAS, dengan perincian:

Throughout 2025, there were 25 domestic and foreign analysts conducting coverage report of PGAS shares, with details:

Jumlah Analis The Number of Analysts	**Rekomendasi** Recommendation
13 analis 13 analysts	Beli Buy
10 analis 10 analysts	Tahan Hold
1 analis 1 analyst	Jual Sell
1 analis 1 analyst	Tidak memberikan rekomendasi Not Rated

INTERNAL AUDIT
INTERNAL AUDIT

Pada periode 1 Januari 2025 sampai dengan 30 Oktober 2025, Chief Audit Executive dijabat oleh R. Aryo Seto Bomantari, dengan keterangan sebagai berikut:

During the period from January 1, 2025 to October 30, 2025, the position of Chief Audit Executive was held by R. Aryo Seto Bomantari, with the following details:

PROFIL CHIEF AUDIT EXECUTIVE
CHIEF AUDIT EXECUTIVE PROFILES



R. ARYO SETO BOMANTARI
CHIEF AUDIT EXECUTIVE

2024-November 2025 | 2024-November 2025

Usia Age	58 tahun per 31 Desember 2025 58 years old as of December 31, 2025
Kewarganegaraan Citizenship	Warga Negara Indonesia Indonesian Citizen
Domisili Domicile	Tangerang Selatan
Latar Belakang Pendidikan Educational Background	• Sarjana Ekonomi Akuntansi, Universitas Diponegoro (1995) • Magister Manajemen, Universitas Gajah Mada (2000) • Bachelor's Degree in Accounting, Diponegoro University (1995) • Master's Degree in Management, Gadjah Mada University (2000)
Riwayat Jabatan Work Experience	• Auditor Ahli Madya (Agustus 2024-Oktober 2024) • Kepala Auditorat VII.C (2022-2024) • Kepala Auditorat VII.D (2020-2022) • Kepala Perwakilan BPK Provinsi Bengkulu (2019-2020) • Plt. Kepala Perwakilan BPK Provinsi DKI Jakarta (2018-2019) • Kepala Subauditorat DKI Jakarta III (2016-2018) • Kepala Subauditorat Sumut I (2011-2016) • Kepala Subauditorat Kalsel II (2006-2011) • Kepala Subauditorat Kalteng-Kaltim (2006) • Kepala Seksi BUMN Pertanian-2 (2000-2006) • Auditor Ahli Pertama pada Subauditorat Pertamina (1996-2000) • Intermediate Expert Auditor (August 2024–October 2024) • Head of Auditorate VII.C (2022–2024) • Head of Auditorate VII.D (2020–2022) • Head of BPK Representative Office, Bengkulu Province (2019–2020) • Acting Head of BPK Representative Office, DKI Jakarta Province (2018–2019) • Head of Sub-Auditorat DKI Jakarta III (2016–2018) • Head of Sub-Auditorate North Sumatra I (2011–2016) • Head of Sub-Auditorate South Kalimantan II (2006–2011) • Head of Sub-Auditorat Central Kalimantan–East Kalimantan (2006) • Head of SOE Agriculture Section-2 (2000–2006) • Junior Expert Auditor at the Pertamina Sub-Auditorat (1996–2000)
Sertifikasi Certifications	• Certified State Finance Auditor (CSFA) • Chartered Accountant (CA) • Qualified Internal Audit (QIA)
Pelatihan di 2025 Trainings in 2025	Sertifikasi Qualified Internal Audit (QIA) Qualified Internal Audit (QIA) Certification

Melalui Surat Direktur SDM dan Penunjang Bisnis PT Pertamina Gas Negara Nomor 064800.S/KP/HCGS/2025 tanggal 31 Oktober 2025 perihal Pemberitahuan Selesai Masa Tugas Sebagai Chief Audit Executive di PGN, yang bersangkutan tidak lagi menjabat sebagai Chief Audit Executive PGN dikarenakan kembali bertugas di BPK.

Pada periode 1 November 2025 sampai dengan 31 Desember 2025 posisi Chief Audit Executive dijabat oleh Division Head Internal Audit sebagai Penanggung Jawab Sementara (Pjs), dengan keterangan sebagai berikut:

Pursuant to the Letter of the Director of Human Resources and Business Support of PT Pertamina Gas Negara Nomor 064800.S/KP/HCGS/2025 dated October 31, 2025 on Notification of the End of Assignment as Chief Audit Executive at PGN, the individual concerned no longer serves as Chief Audit Executive of PGN due to returning to duty at BPK.

For the period from November 1, 2025 to December 31, 2025, the position of Chief Audit Executive was held by the Division Head of Internal Audit as Acting Officer (Pjs.), with the following details:

EDWARD SITUMORANG
PJS. CHIEF AUDIT EXECUTIVE
ACTING CHIEF AUDIT EXECUTIVE

1-16 November 2025 dan 1-13 Desember 2025 | November 1-16, 2025 and December 1-13, 2025

Usia Age	46 tahun, per tanggal 31 Desember 2025 46 years old as of December 31, 2025
Tempat & Tanggal Lahir Place & Date of Birth	Bandung, 12 April 1979 Bandung, April 12, 1979
Kewarganegaraan Citizenship	Warga Negara Indonesia Indonesian Citizen
Domisili Domicile	Depok
Latar Belakang Pendidikan Educational Background	Sarjana Ekonomi Akuntansi, Universitas Indonesia (2001) Bachelor's Degree in Accounting, University of Indonesia (2001)
Riwayat Jabatan Work Experience	• Pjs. Chief Audit Executive, PGN (1-16 November 2025 dan 1-13 Desember 2025) • Division Head Finance & Business Support IA, PGN (Agustus 2024-sekarang) • Group Finance & ICoFR Internal Audit Manager (November 2020-Agustus 2024) • Internal Audit Manager, PT Pertamina Geothermal Energy (Juli 2018-2020) • Internal Audit Assistant Manager, PT Pertamina Hulu Energi Offshore North West Java (April 2012-Juni 2018) • Superintendent Internal Audit, PT Pertamina Hulu Energi West Madura Offshore (Mei 2011-April 2012) • Superintendent Internal Audit, Kodeco Energy Co Ltd (Juli 2010-Mei 2011) • Senior Internal Audit, Kodeco Energy Co Ltd (Juli 2009-Juli 2010) • Manajer, Kantor Akuntan Ernst & Young (Publik Prasetio, Sarwoko& Sandjaja) (September 2007-Juli 2009) • Senior 1, Kantor Akuntan Ernst & Young (Publik Prasetio, Sarwoko& Sandjaja) (Juli 2005-September 2007) • Senior 2, Kantor Akuntan Ernst & Young (Publik Prasetio, Sarwoko& Sandjaja) (Juli 2004-Juli 2005) • Senior 3, Kantor Akuntan Ernst & Young (Publik Prasetio, Sarwoko& Sandjaja) (Juli 2003-Juli 2004) • Asisten, Kantor Akuntan Ernst & Young (Publik Prasetio, Sarwoko& Sandjaja) (Februari 2003-Juni 2003) • Semi Senior, Deloitte Touche Tohmatsu (Hans Tuanakotta and Mustofa) (Oktober 2001-Oktober 2002) • Junior Auditor, Deloitte Touche Tohmatsu (Hans Tuanakotta and Mustofa) (Oktober 2001-Oktober 2002) • Acting Chief Audit Executive, PGN (November 1–16, 2025 and December 1–13, 2025) • Division Head Finance & Business Support Internal Audit, PGN (August 2024–present) • Group Finance & ICoFR Internal Audit Manager (November 2020–August 2024) • Internal Audit Manager, PT Pertamina Geothermal Energy (July 2018–2020) • Internal Audit Assistant Manager, PT Pertamina Hulu Energi Offshore North West Java (April 2012–June 2018) • Superintendent Internal Audit, PT Pertamina Hulu Energi West Madura Offshore (May 2011–April 2012) • Superintendent Internal Audit, Kodeco Energy Co. Ltd. (July 2010–May 2011) • Senior Internal Auditor, Kodeco Energy Co. Ltd. (July 2009–July 2010) • Manager, Ernst & Young Public Accounting Firm (Prasetio, Sarwoko & Sandjaja) (September 2007–July 2009) • Senior 1, Ernst & Young Public Accounting Firm (Prasetio, Sarwoko & Sandjaja) (July 2005–September 2007) • Senior 2, Ernst & Young Public Accounting Firm (Prasetio, Sarwoko & Sandjaja) (July 2004–July 2005) • Senior 3, Ernst & Young Public Accounting Firm (Prasetio, Sarwoko & Sandjaja) (July 2003–July 2004) • Assistant, Ernst & Young Public Accounting Firm (Prasetio, Sarwoko & Sandjaja) (February 2003–June 2003) • Semi-Senior, Deloitte Touche Tohmatsu (Hans Tuanakotta and Mustofa) (October 2001–October 2002) • Junior Auditor, Deloitte Touche Tohmatsu (Hans Tuanakotta and Mustofa) (October 2001–October 2002)
Sertifikasi Certifications	• Certified Public Accountant (CPA) • Chartered Accountant (CA) • Professional Certificate in Strategy Execution/Balance Score Card. • Qualified Internal Audit (QIA)
Pelatihan di 2025 Trainings in 2025	• Auditor Academy pada tanggal 18-19 Juni 2025 • IIA Conference pada tanggal 27-28 Agustus 2025 • Auditor Academy on 18-19 June 2025 • IIA Conference on 27-28 August 2025



TUGIMIN
PJS. CHIEF AUDIT EXECUTIVE
ACTING CHIEF AUDIT EXECUTIVE

17-30 November 2025 dan 14 Desember 2025 – 3 Januari 2026 | November 7-30, 2025 and Desember 14, 2025 – January 3, 2026

Usia Age	44 tahun, per 31 Desember 2025 44 years old as of 31 December 2025
Tempat & Tanggal Lahir Place & Date of Birth	Boyolali, 15 November 1981 Boyolali, November 15, 1981
Kewarganegaraan Citizenship	Warga Negara Indonesia Indonesian Citizen
Domisili Domicile	Bekasi
Latar Belakang Pendidikan Educational Background	Sarjana Ekonomi Akuntansi, Universitas Indonesia (2004) Bachelor's Degree in Accounting, University of Indonesia (2004)
Riwayat Jabatan Work Experience	• Pjs. Chief Audit Executive, PGN (17-30 November 2025 dan 14 Desember 2025 – 3 Januari 2026) • Department Head, Strategic Plan & Business Development Internal Audit, PGN (Februari 2025-sekarang) • Pengawas Komite Etik, PGN (Februari 2025- sekarang) • Chief Audit Executive, PT Elnusa Tbk (September 2022-Januari 2025) • Manager Internal Audit Region I PT Kilang Pertamina Internasional (RU II Dumai dan RU III Plaju) (Desember 2021-Agustus 2022) • Manager Internal Audit Region III PT Kilang Pertamina Internasional (RU V Balikpapan dan RU VII Kasim) (Oktober 2020-November 2021) • Manager Internal Audit Region III PT Kilang Pertamina Internasional (RU II Dumai dan RU III Plaju) (Oktober 2020-November 2021) • Senior Auditor di MOR IV Semarang dan RU II Dumai (Mei 2017-September 2020) • Auditor di RU VI Balongan, RU III Plaju dan Investigasi PT Pertamina (Persero) (Februari 2012-April 2017) • Pemeriksa di Badan Pemeriksa Keuangan RI (BPK RI) (Juli 2007-Januari 2012) • Acting Chief Audit Executive, PGN (November 17–30, 2025 and December 14, 2025–January 3, 2026) • Department Head, Strategic Plan & Business Development Internal Audit, PGN (February 2025–present) • Ethics Committee Supervisor, PGN (February 2025–present) • Chief Audit Executive, PT Elnusa Tbk (September 2022–January 2025) • Manager Internal Audit Region I, PT Kilang Pertamina Internasional (RU II Dumai and RU III Plaju) (December 2021–August 2022) • Manager Internal Audit Region III, PT Kilang Pertamina Internasional (RU V Balikpapan and RU VII Kasim) (October 2020–November 2021) • Manager Internal Audit Region III, PT Kilang Pertamina Internasional (RU II Dumai and RU III Plaju) (October 2020–November 2021) • Senior Auditor at MOR IV Semarang and RU II Dumai (May 2017–September 2020) • Auditor at RU VI Balongan, RU III Plaju, and Investigation Unit of PT Pertamina (Persero) (February 2012–April 2017) • Auditor at the Audit Board of the Republic of Indonesia (BPK RI) (July 2007–January 2012)
Sertifikasi Certifications	• Chartered Accountant (CA) • Qualified Internal Audit (QIA) • Certified Fraud Examiner (CFE) • Certified Internal Auditor (CIA)
Pelatihan di 2025 Trainings in 2025	National Anti Fraud Conference pada tanggal 25-26 Juni 2025 National Anti Fraud Conference on 25-26 June 2025



Pada 1 Maret 2026, Chief Audit Executive PGN dijabat oleh Erwansyah Nasrul Fuad berdasarkan Surat Keputusan Direksi Nomor 015100.K/KP/PDO/2026.

In March 1, 2026, Erwansyah Nasrul Fuad was appointed as Chief Audit Executive of PGN according to the Decree of the Board of Directors Number 015100.K/KP/PDO/2026.

ERWANSYAH NASRUL FUAD
CHIEF AUDIT EXECUTIVE
CHIEF AUDIT EXECUTIVE

Maret 2026 - sekarang | March 2026 - present

Usia Age	48 tahun, per tanggal 31 Desember 2025 48 years old as of December 31, 2025
Tempat & Tanggal Lahir Place & Date of Birth	Ponorogo, 25 Juni 1977 Ponorogo, June 25, 1977
Kewarganegaraan Citizenship	Warga Negara Indonesia Indonesian Citizen
Domisili Domicile	Tangerang Selatan South Tangerang
Latar Belakang Pendidikan Educational Background	• S2 Ekonomi, Universitas Trisakti (2017) • DIV Akuntansi, STAN (2000) • DIII Akuntansi Non Register (1998) • Master's Degree in Economics, Trisakti University (2017) • Diploma IV in Accounting, STAN (2000) • Diploma III in Non-Register Accounting (1998)
Riwayat Jabatan Work Experience	• Chief Audit Executive PGN (1 Maret 2026 – sekarang) • Kepala Bidang Pemeriksaan Aceh II BPK Perwakilan Aceh (07 Oktober 2025 – 28 Februari 2026) • Kepala Bidang Pemeriksaan Daerah Khusus Jakarta II BPK Perwakilan Provinsi Daerah Khusus Jakarta (10 Februari 2025 – 6 Oktober 2025) • Kepala Subauditorat DKI Jakarta II BPK Perwakilan Provinsi DKI Jakarta (15 Oktober 2024 – 9 Februari 2025) • Kepala Subauditorat Jawa Tengah IV BPK Perwakilan Provinsi Jawa Tengah (25 Oktober 2022 – 14 Oktober 2024) • Kepala Subauditorat IV.B.1 Auditorat Utama Keuangan Negara IV (31 Desember 2019 – 24 Oktober 2022) • Kepala Subauditorat VII.A.3 Auditorat Utama Keuangan Negara VII (02 Februari 2017 – 30 Desember 2019) • Chief Audit Executive of PGN (March 1, 2026 – present) • Head of Audit Division of Aceh II, BPK Representative Office of Aceh (October 7, 2025 – February 28, 2026) • Head of Audit Division of Jakarta Special Region II, BPK Representative Office of Jakarta Special Region Province (February 10, 2025 – October 6, 2025) • Head of Sub-Auditorate of DKI Jakarta II, BPK Representative Office of DKI Jakarta Province (October 15, 2024 – February 9, 2025) • Head of Sub-Auditorate of Central Java IV, BPK Representative Office of Central Java Province (October 25, 2022 – October 14, 2024) • Head of Sub-Auditorate IV.B.1, Principal Auditorate of State Finance IV (December 31, 2019 – October 24, 2022) • Head of Sub-Auditorate VII.A.3, Principal Auditorate of State Finance VII (February 2, 2017 – December 30, 2019)
Sertifikasi Certifications	• Certified State Finance Auditor (CSFA) • Certified Government Auditing Professional (CGAP) • Akuntan | Accountant (CPSAK) • Certified Public Accountant (CPA)
Pelatihan di 2025 Trainings in 2025	• Sertifikasi Certified State Finance Auditor (CSFA), Badiklat PKN BPK RI • Penguatan Mutu Kelembagaan, Badiklat PKN BPK RI • Certified State Finance Auditor (CSFA), Training Institute for State Finansial Audit, the Audit Board of the Republic of Indonesia • Institutional Quality Strengthening, Training Institute for State Finansial Audit, the Audit Board of the Republic of Indonesia • Sertifikasi Certified State Finance Auditor (CSFA), Badiklat PKN BPK RI • Penguatan Mutu Kelembagaan, Badiklat PKN BPK RI • Certified State Finance Auditor (CSFA), Training Institute for State Finansial Audit, the Audit Board of the Republic of Indonesia • Institutional Quality Strengthening, Training Institute for State Finansial Audit, the Audit Board of the Republic of Indonesia



DASAR PENGANGKATAN CHIEF AUDIT EXECUTIVE

Chief Audit Executive pada periode 1 November 2024 sampai dengan 1 November 2025 dijabat oleh R. Aryo Seto Bomantari yang ditetapkan berdasarkan Surat Keputusan Direksi PT Perusahaan Gas Negara Tbk Nomor 071900.K/KP/PDO/2024 tanggal 4 November 2024 berlaku sejak tanggal 1 November 2024.

PENGANGKATAN DAN PEMBERHENTIAN CHIEF AUDIT EXECUTIVE

Pengangkatan dan pemberhentian Chief Audit Executive dilakukan sesuai dengan Peraturan Otoritas Jasa Keuangan Nomor 56/POJK.04/2015 tentang Pembentukan dan Pedoman Penyusunan Piagam Unit Audit Internal Pasal 5 poin (1), Anggaran Dasar PGN, *Board Manual* Perseroan dan Piagam Audit Internal (*Internal Audit Charter*) tanggal 5 Februari 2024 poin (8.b).

Pengangkatan dan pemberhentian Chief Audit Executive dilakukan oleh Direktur Utama atas persetujuan Dewan Komisaris, setelah terlebih dahulu memperoleh rekomendasi dari Chief Audit Executive PT Pertamina (Persero).

KEDUDUKAN INTERNAL AUDIT DALAM STRUKTUR PERUSAHAAN

Satuan Kerja Internal Audit termasuk di dalam struktur organisasi PGN, dan bertanggung jawab langsung kepada Direktur Utama.

BASIS APPOINTMENT OF CHIEF AUDIT EXECUTIVE

The Chief Audit Executive for the period from November 1, 2024 to November 1, 2025 was held by R. Aryo Seto Bomantari, as stipulated in the Board of Directors Decree of PT Perusahaan Gas Negara Tbk Number 071900.K/KP/PDO/2024 dated November 4, 2024, effective as of November 1, 2024.

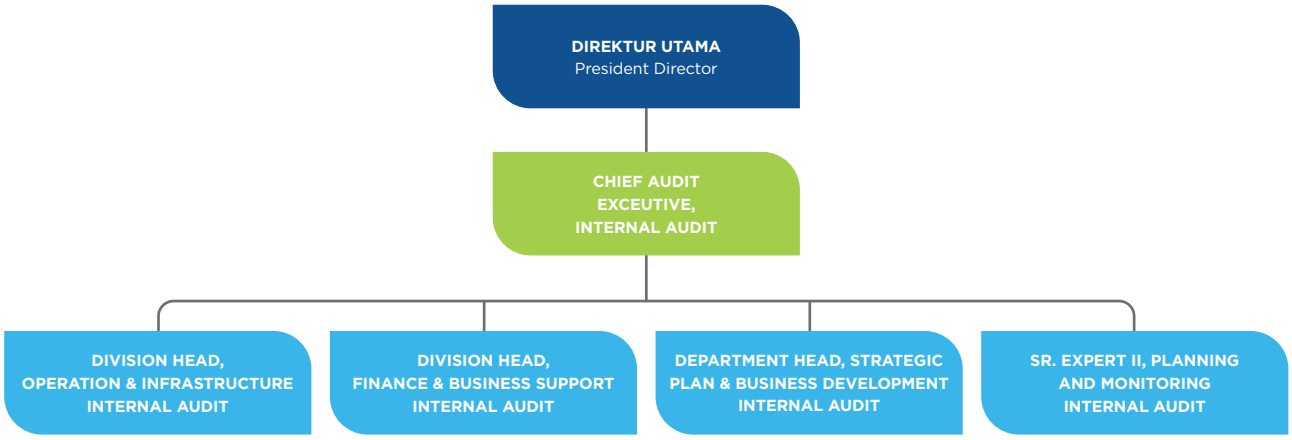
APPOINTMENT AND DISMISSAL OF THE CHIEF AUDIT EXECUTIVE

The appointment and dismissal of the Chief Audit Executive are carried out in accordance with Financial Services Authority Regulation Number 56/POJK.04/2015 on the Establishment and Guidelines for the Preparation of the Internal Audit Charter, Article 5 point (1), PGN's Articles of Association, the Company's Board Manual, and the Internal Audit Charter dated February 5, 2024 point (8.b).

The Chief Audit Executive is appointed and dismissed by the President Director with the approval of the Board of Commissioners, after first obtaining a recommendation from the Chief Audit Executive of PT Pertamina (Persero).

POSITION OF INTERNAL AUDIT WITHIN THE COMPANY'S STRUCTURE

The Internal Audit Work Unit is part of PGN's organizational structure and reports directly to the President Director.



PIAGAM INTERNAL AUDIT

Dalam menjalankan tugas dan tanggung jawab, Internal Audit berpedoman pada Piagam Audit Internal (*Internal Audit Charter*) yang telah ditetapkan oleh Chief Audit Executive, Direktur Utama dan Komisaris Utama merangkap sebagai Komisaris Independen pada tanggal 5 Februari 2024.

Piagam Internal Audit secara garis besar memuat Visi, Misi, Tujuan, Ruang Lingkup, Prinsip Utama, Persyaratan Auditor Internal, Larangan Perangkapan Tugas dan Jabatan, Struktur dan Kedudukan, Independensi, Wewenang, Tugas dan Tanggung Jawab, Standar Pelaksanaan, serta Kode Etik Auditor.

Piagam Internal Audit secara lengkap dapat dilihat dalam situs web PGN https://pgn.co.id/tata-kelola.

TUGAS DAN TANGGUNG JAWAB

Dalam melaksanakan tugas dan tanggung jawab, Internal Audit mengacu pada Piagam Audit Internal (*Internal Audit Charter*). Sedangkan dalam pelaksanaan penugasan mengacu pada Pedoman Pengelolaan Kegiatan Satuan Kerja Internal Audit Nomor P-001/18.00/2024 tanggal berlaku 29 Februari 2024.

Secara garis besar Pedoman tersebut mengatur kebijakan umum dan khusus terkait pengelolaan Satuan Kerja Internal Audit (SKIA), kualifikasi pelaksana kegiatan SKIA, perencanaan kegiatan SKIA, penugasan *assurance*, penugasan konsultasi, pelaksanaan *monitoring* tindak lanjut rekomendasi, Quality Assurance and Improvement Program (QAIP).

Tugas dan tanggung jawab Satuan Kerja Internal Audit meliputi hal-hal sebagai berikut:

1. Melaksanakan kegiatan pengawasan melalui pemberian jasa *assurance, advice,* dan *insight* di seluruh area kegiatan operasional dan bisnis Subholding Gas.
2. Memastikan aspek integritas, objektivitas, kerahasiaan dan kompetensi diterapkan secara memadai.
3. Menyusun dan mengusulkan Annual Audit Plan (AAP) yang mencakup antara lain objek penugasan, jadwal penugasan, dan *resources* yang dibutuhkan untuk mendapatkan persetujuan Direktur Utama, dan Dewan Komisaris atas rekomendasi Komite Audit.
4. Melakukan *review* AAP yang sedang berjalan, untuk memastikan kesesuaiannya dengan proses bisnis dan risiko Perusahaan, serta lingkup dan tujuan penugasan.

INTERNAL AUDIT CHARTER

In carrying out its duties and responsibilities, Internal Audit refers to the Internal Audit Charter, which was established by the Chief Audit Executive, the President Director, and the President Commissioner concurrently serving as Independent Commissioner on February 5, 2024.

In general, the Internal Audit Charter outlines the Vision, Mission, Objectives, Scope, Core Principles, Requirements for Internal Auditors, Prohibition of Concurrent Positions and Duties, Structure and Position, Independence, Authority, Duties and Responsibilities, Implementation Standards, and the Auditor Code of Ethics.

The complete Internal Audit Charter can be accessed on PGN's website at https://pgn.co.id/tata-kelola.

DUTIES AND RESPONSIBILITIES

In carrying out its duties and responsibilities, Internal Audit refers to the Internal Audit Charter. While in executing audit engagements, it refers to the Internal Audit Unit Activity Management Guidelines Number P-001/18.00/2024, effective from February 29, 2024.

In general, the Guidelines regulate general and specific policies related to the management of the Internal Audit Unit (SKIA), the qualifications of SKIA personnel, planning of SKIA activities, assurance engagements, consulting engagements, monitoring of follow-up on recommendations, and the Quality Assurance and Improvement Program (QAIP).

The duties and responsibilities of the Internal Audit Unit include the following:

1. Conducting oversight activities through the provision of assurance, advisory, and insight services across all operational and business areas of the Gas Subholding.
2. Ensuring that the principles of integrity, objectivity, confidentiality, and competence are adequately implemented.
3. Preparing and proposing the Annual Audit Plan (AAP), which includes, among others, audit objects, audit schedules, and required resources, for approval by the President Director and the Board of Commissioners upon the recommendation of the Audit Committee.
4. Reviewing the ongoing AAP to ensure its alignment with the Company's business processes and risks, as well as the scope and objectives of the audit engagement.

5. Mengkomunikasikan keterbatasan sumber daya pelaksanaan penugasan, perubahan AAP, dan perubahan arah kebijakan kepada Direktur Utama, dan Dewan Komisaris melalui Komite Audit.
6. Memastikan setiap penugasan dilakukan dengan supervisi dan didukung dengan kertas kerja yang memadai, serta rekomendasi, *advice*, dan *insight* yang disampaikan dapat diimplementasikan oleh Auditee.
7. Memastikan SKIA secara kolektif memiliki/memperoleh pengetahuan, keterampilan dan kompetensi yang memadai.
8. Melaksanakan koordinasi pengelolaan kegiatan Internal Audit yang tidak terbatas pada kegiatan *assurance, advice,* dan *insight* di lingkungan Internal Audit Pertamina Group.
9. Menguji serta mengevaluasi efektivitas pelaksanaan pengendalian internal dan sistem manajemen risiko sesuai dengan kebijakan yang berlaku.
10. Melaksanakan pemeriksaan kepatuhan terhadap peraturan perundangan terkait.
11. Mengidentifikasi alternatif perbaikan dan peningkatan efisiensi operasional Perusahaan.
12. Melaksanakan pemeriksaan khusus apabila diperlukan.
13. Melaksanakan koordinasi dengan Komite Audit.
14. Melaporkan hasil pengawasan kepada Direktur Utama, Direktur lainnya yang relevan, dan Dewan Komisaris.
15. Memonitor pelaksanaan tindak lanjut hasil Audit Internal, eksternal dan institusi pengawasan lainnya dan melaporkan secara periodik kepada Direktur Utama dan Komite Audit.
16. Melaksanakan koordinasi kegiatan audit/pemeriksaan oleh Auditor Eksternal.
17. Melaksanakan audit investigasi yang dikoordinasikan dengan Internal Audit Holding dan dapat dilakukan sebagai tindak lanjut atas pengaduan melalui *Whistleblowing System* (WBS) atau masyarakat/pihak lainnya dan/atau berdasarkan *red flag* yang telah diidentifikasi oleh Internal Audit.
18. Melaksanakan evaluasi dan peningkatan mutu (*improvement program*) kegiatan Internal Audit.
19. Melaporkan hasil kegiatan Internal Audit kepada Direktur Utama, dan Dewan Komisaris melalui Komite Audit.
20. Melaksanakan penugasan lain yang diamanatkan oleh Direksi, Dewan Komisaris dan/atau Komite Audit.

5. Communicating resource limitations in audit execution, changes to the AAP, and shifts in policy direction to the President Director and the Board of Commissioners through the Audit Committee.
6. Ensuring that each audit engagement is properly supervised and supported by adequate working papers, and that the recommendations, advice, and insights provided can be implemented by the auditee.
7. Ensuring that the Internal Audit Unit collectively possesses and/or acquires adequate knowledge, skills, and competencies.
8. Coordinating the management of Internal Audit activities, including but not limited to assurance, advisory, and insight services, within the Pertamina Group's Internal Audit environment.
9. Testing and evaluating the effectiveness of internal control implementation and risk management systems in accordance with applicable policies.
10. Conducting compliance audits with relevant laws and regulations.
11. Identifying alternatives for improvement and enhancement of the Company's operational efficiency.
12. Conducting special audits as necessary.
13. Coordinating with the Audit Committee.
14. Reporting oversight results to the President Director, other relevant Directors, and the Board of Commissioners.
15. Monitoring the follow-up implementation of Internal Audit, external audit, and other supervisory institutions' findings, and reporting periodically to the President Director and the Audit Committee.
16. Coordinating audit/examination activities conducted by External Auditors.
17. Conducting investigative audits in coordination with Internal Audit Holding, which may be carried out as follow-up to complaints received through the Whistleblowing System (WBS), from the public/other parties, and/or based on red flags identified by Internal Audit.
18. Implementing evaluation and quality improvement programs for Internal Audit activities.
19. Reporting the results of Internal Audit activities to the President Director and the Board of Commissioners through the Audit Committee.
20. Carrying out other assignments mandated by the Board of Directors, the Board of Commissioners, and/or the Audit Committee.

21. Melakukan penyusunan dan pengkajian *Internal Audit Charter* (Piagam Audit Internal) secara periodik, minimal setahun sekali serta menyampaikannya kepada Direktur Utama dan Dewan Komisaris untuk memperoleh persetujuan.

Wewenang

Satuan Kerja Internal Audit dalam melaksanakan tugasnya memiliki wewenang sebagai berikut:

1. Memiliki akses tidak terbatas atas semua data, dokumen, fungsi, kegiatan, dan sumber daya Perusahaan lainnya termasuk meminta keterangan atau penjelasan pada semua pejabat/pekerja dalam rangka pelaksanaan tugas Internal Audit.
2. Menentukan ruang lingkup, metode, cara, teknik, strategi dan pendekatan audit.
3. Melaksanakan komunikasi secara langsung dengan Direksi, Dewan Komisaris, dan/atau Komite Audit.
4. Melaksanakan koordinasi dengan Auditor Eksternal dan institusi pengawasan lainnya.
5. Meminta atau mendapatkan bantuan dari pekerja internal Perusahaan maupun dari pihak luar Perusahaan, dalam rangka pelaksanaan tugasnya.
6. Mengadakan rapat secara berkala dan pada saat diperlukan dengan Direksi, Dewan Komisaris dan/atau Komite Audit.
7. Berperan aktif dalam diskusi penunjukan dan/atau pengangkatan Chief Audit Executive di Anak Perusahaan dalam ruang lingkup Subholding Gas dengan memberikan rekomendasi dan/atau memutuskan persetujuannya.
8. Menentukan arah kebijakan, struktur organisasi, pengelolaan pembinaan karier pekerja (mutasi dan/atau promosi), pengelolaan *manpower* pelaksanaan penugasan, serta melakukan koordinasi dan pengawasan kegiatan Internal Audit di Subholding Gas dan Anggota Subholding Gas setelah berkonsultasi dengan Chief Audit Executive Internal Audit PT Pertamina (Persero).
9. Mengelola kegiatan *assurance, advice, insight*, dan audit investigasi di lingkungan Subholding Gas melalui mekanisme yang ditentukan sebelumnya.
10. Mengkoordinasikan pengelolaan kegiatan Internal Audit dengan Internal Audit Holding dan Anggota Subholding sesuai dengan pola koordinasi yang telah disetujui oleh Direktur Utama.

21. Periodically preparing and reviewing the Internal Audit Charter (at least once a year) and submitting it to the President Director and the Board of Commissioners for approval.

Authority

In carrying out its duties, the Internal Audit Unit has the following authorities:

1. To obtain unrestricted access to all Company data, documents, functions, activities, and other resources, including requesting information or explanations from all officers/employees in the performance of Internal Audit duties.
2. To determine the scope, methods, procedures, techniques, strategies, and audit approach.
3. To communicate directly with the Board of Directors, the Board of Commissioners, and/or the Audit Committee.
4. To coordinate with External Auditors and other supervisory institutions.
5. To request or obtain assistance from internal Company personnel as well as external parties in the execution of its duties.
6. To hold periodic meetings and meetings as necessary with the Board of Directors, the Board of Commissioners, and/or the Audit Committee.
7. To actively participate in discussions regarding the appointment and/or designation of the Chief Audit Executive in Subsidiaries within the Gas Subholding by providing recommendations and/or granting approval.
8. To determine policy direction, organizational structure, employee career development management (transfers and/or promotions), management of manpower for audit assignments, and to coordinate and supervise Internal Audit activities within the Gas Subholding and its Members after consultation with the Chief Audit Executive of Internal Audit of PT Pertamina (Persero).
9. To manage assurance, advisory, insight, and investigative audit activities within the Gas Subholding through predetermined mechanisms.
10. To coordinate the management of Internal Audit activities with Internal Audit Holding and Subholding Members in accordance with the coordination framework approved by the President Director.

KEBIJAKAN DAN PELAKSANAAN FREKUENSI RAPAT INTERNAL AUDIT DENGAN DIREKSI, DEWAN KOMISARIS DAN/ ATAU KOMITE AUDIT

POLICY AND IMPLEMENTATION OF THE FREQUENCY OF INTERNAL AUDIT MEETINGS WITH THE BOARD OF DIRECTORS, BOARD OF COMMISSIONERS, AND/OR THE AUDIT COMMITTEE

68 kali/times

Rapat Internal Audit Bersama Direksi
Internal Audit meetings with the Board of Directors

19 kali/times

Rapat Internal Audit Bersama Direksi, Dewan Komisaris, dan/atau Komite Audit di Tahun 2025
Internal Audit meetings with the Board of Directors, Board of Commissioners, and/or the Audit Committee in 2025

Secara berkala, Satuan Kerja Audit Internal melaksanakan rapat dengan Direksi, Dewan Komisaris dan/atau Komite Audit. Rapat juga dapat diselenggarakan secara insidentil sesuai dengan kebutuhan. Selama tahun 2025, Satuan Kerja Audit Internal telah mengikuti rapat dengan Direksi sebanyak 68 kali rapat, dan 19 kali rapat bersama dengan Direksi, Dewan Komisaris, dan/atau Komite Audit.

On a regular basis, the Internal Audit Unit holds meetings with the Board of Directors, the Board of Commissioners, and/or the Audit Committee. Meetings may also be conducted on an ad hoc basis as needed. Throughout 2025, the Internal Audit Unit attended 68 meetings with the Board of Directors and 19 meetings jointly with the Board of Directors, the Board of Commissioners, and/or the Audit Committee.

JUMLAH PERSONEL INTERNAL AUDIT

NUMBER OF INTERNAL AUDIT PERSONNEL



19 Personel/Personnel

Internal Audit PGN
PGN's Internal Audit

Per 31 Desember 2025, jumlah personel Internal Audit sebanyak 19 personel, yang terdiri dari:

As of December 31, 2025, PGN's Internal Audit function consists of 19 personnel, comprising:

Jabatan Position	Jumlah Total
Chief Audit Executive	Kosong* Vacant*
Division Head, Operation and Infrastructure Internal Audit	1
Division Head, Finance and Business Support Internal Audit	1
Department Head, Strategic Plan and Business Development Internal Audit	1
Sr. Expert II, Planning and Monitoring Internal Audit	1
Expert Audit & Stakeholder Management	1
Lead Auditor	4

*) Posisi per 31 Desember 2025 diisi oleh Pejabat Sementara (PJS) yang merupakan dan Department Head, Strategic Plan and Business Developpent IA.
*) The position as of December 31, 2025 is served by Acting Official (PJS) who is the Department Head, Strategic Plan and Business Developpent IA.

Jabatan Position	Jumlah Total
Sr. Auditor II	2
Sr. Auditor I	1
Auditor II	4
Auditor I	1
Jr. Auditor I, Operation and Infrastructure	1
Assistant, Planning and Monitoring Internal Audit	1
Jumlah Total	19

PENGEMBANGAN KOMPETENSI PERSONEL INTERNAL AUDIT

Dalam rangka meningkatkan kompetensi dan profesionalisme personel Internal Audit, selain standardisasi kompetensi melalui sertifikasi profesi, mengikuti pelatihan non sertifikasi yang dapat menunjang pengembangan manajerial maupun kompetensi audit secara langsung.

Internal Audit juga berperan aktif mengikuti forum Seminar seperti Seminar Nasional Internal Auditor (SNIA), The Institute of Internal Auditors (IIA) Indonesia Regional Conference, seminar Forum Komunikasi Satuan Pengawasan Intern (FKSPI) ESDM dan BUMN.

Pada tahun 2025, beberapa kegiatan pengembangan kompetensi personel Internal Audit meliputi:

COMPETENCY DEVELOPMENT OF INTERNAL AUDIT PERSONNEL

Programs to enhance the competencies and professionalism of Internal Audit personnel include standardizing competencies through professional certifications and non-certification training that directly support managerial and audit competency development.

Internal Audit also plays an active role in participating in seminar forums such as the National Seminar for Internal Auditors (SNIA), The Institute of Internal Auditors (IIA) Indonesia Regional Conference, and the seminar of the Internal Monitoring Unit Communication Forum (FKSPI) of EMR and SOEs.

In 2025, some of the competency development activities for Internal Audit personnel include:

No	Pelatihan Training	Tanggal Date	Penyelenggara Organizer
1.	Auditor Academy Internal Audit Pertamina Group TW I dengan topik AMS - Tahap Perencanaan dan Perencanaan Audit/Konsultasi Auditor Academy of Pertamina Group Internal Audit Q1 on AMS - Planning Stage and Audit/Consultation Planning	27 Februari 2025 February 27, 2025	Pertamina Corporate University
2.	Training Internal Assessor Risk Maturity Assessment Internal Assessor Training on Risk Maturity Assessment	24-25 April 2025 April 24-25, 2025	Risk Management PT Pertamina (Persero)
3.	IIA National Conference	27-28 Agustus 2025 August 27-28, 2025	The IIA Indonesia
4.	Auditor Academy Internal Audit Pertamina Group TW II Auditor Academy of Pertamina Group Internal Audit Q2	18-19 Juni 2025 June 18-19, 2025	Pertamina Corporate University
5.	National Anti Fraud Conference	25-26 Juni 2025 25-26, 2025	Association of Certified Fraud Examiners (ACFE) Indonesia
6.	Konferensi Auditor Internal (KAI) Internal Auditor Conference (KAI)	1-4 Juli 2025 July 1-4, 2025	Yayasan Pendidikan Internal Audit (YPIA)
7.	Probity Audit and Dispute Resolution	21-25 Juli 2025 July 21-25, 2025	Badan Pengawasan Keuangan dan Pembangunan (BPKP)
8.	Training Certified Risk for Professional (CRP) Certified Risk for Professional (CRP) Training	21-25 Juli 2025 July 21-25, 2025	Indonesia Risk and Business Advisory (IRBA)
9.	Training Upgrading Awareness dan Internal Audit ISO 37001:2025 (Sistem Manajemen Anti Penyuapan/SMAP) Training on Upgrading Awareness and Internal Audit ISO 37001:2025 (Anti-Bribery Management System/ABMS)	30-31 Juli 2025 July 30-31, 2025	PGN

No	Pelatihan Training	Tanggal Date	Penyelenggara Organizer
10.	Sertifikasi Panitia Tender PTK-007 PTK-007 Tender Committee Certification	4-7 Agustus 2025 August 4-7, 2025	PT Saka Energi Indonesia
11.	Training Certified Risk Management Professional (CRMP) Certified Risk Management Professional (CRMP) Training	11-14 Agustus 2025 August 11-14, 2025	Risk Advisory & Performance Learning Center
12.	Training Data Analysis and Visualization with Excel Training on Data Analysis and Visualization with Excel	27-29 Agustus 2025 August 27-29, 2025	Pertamina Corporate University
13.	Training Internal Control Over Finansial Report Batch III Training on Internal Control OVer Financial Report Batch III	9-11 September 2025 September 9-11, 2025	PT Pertamina (Persero)
14.	Auditor Academy Internal Audit Pertamina Group TW III dengan topik Perencanaan Audit Auditor Academy of Pertamina Group Internal Audit Q3 on Audit Planning	17 September 2025 September 17, 2025	Pertamina Corporate University
15.	Sertifikasi Qualified Internal Auditor Tingkat Manajerial Managerial-Level Qualified Internal Auditor Certficiation	29 September-6 Oktober 2025 29 September-6 Oktober 2025	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
16.	Training Global Internal Audit Standards Global Internal Audit Standards Training	28-29 Oktober 2025 28-29 Oktober 2025	The IIA Indonesia
17.	Auditor Academy Internal Audit Pertamina Group TW IV dengan topik Pelaksanaan dan Pelaporan Audit serta ICoFR Auditor Academy of Pertamina Group Internal Audit Q4 on Audit Implementation and Reporting and ICoFR	7 November 2025 November 7, 2025	Pertamina Corporate University
18.	Training Certified Risk Management Officer Certified Risk Management Officer Training	24-26 November 2025 November 24-26, 2025	Risk Advisory & Performance Learning Center
19.	Training Portfolio Management Training Portfolio Management Training	27-28 November 2025 November 27-28, 2025	Pertamina Corporate University

SERTIFIKASI PROFESI INTERNAL AUDIT

Sebagai bentuk komitmen PGN dalam pengembangan Sumber Daya Manusia, sesuai dengan standar profesi Internal Audit setiap personel Internal Audit wajib mengembangkan pengetahuan dan kompetensi melalui sertifikasi profesi. Personel Internal Audit PGN telah memperoleh sertifikasi bertaraf nasional maupun internasional dengan rincian sebagai berikut:

INTERNAL AUDIT PROFESSIONAL CERTIFICATIONS

As a form of PGN's commitment to developing Human Resources, in accordance with Internal Audit professional standards, each member of Internal Audit personnel is obliged to develop their knowledge and competencies through professional certifications. PGN's Internal Audit personnel have received national and international certifications as follows:

Sertifikasi Certification	Jumlah Personel Number of Personnel
Qualified Internal Auditors (QIA)	18
Certified Risk Professional (CRP)	7
Certified Internal Audit (CIA)	1
Certified Fraud Examiners (CFE)	3
Chartered Accountant (CA)	3
Certified Internal Audit Executive (CIAE)	1
Enterprise Risk Management Associate Professional (ERMAP)	1
Certified Forensic Auditor (CFrA)	3

Sertifikasi Certification	Jumlah Personel Number of Personnel
Certified Public Accountant (CPA)	1
Certified Government Accounting Expert (CGAE)	1
Certified Information Systems Auditor (CISA)	1

PELAKSANAAN KEGIATAN INTERNAL AUDIT SELAMA TAHUN 2025

Insight

Internal Audit meningkatkan perannya sebagai *Insight Generator* dan *Trusted Advisor*. Internal Audit lebih proaktif memberikan *insights* dan *strategic advises* kepada Manajemen terutama pada aspek Governance, Risk dan Compliance. Sepanjang tahun 2025, Internal Audit telah menyampaikan enam *insight* kepada Manajemen melalui *Management Letter.*

Pelaksanaan Audit dan Konsultasi

Berdasarkan *Annual Audit Plan* (AAP) 2025, Internal Audit telah melaksanakan sembilan penugasan audit dan konsultasi.

Selain melaksanakan penugasan berdasarkan AAP 2024 Internal Audit juga telah melaksanakan tiga penugasan Non AAP 2025, dua penugasan *Carry Over* AAP 2024.

Internal Audit PGN secara aktif berkoordinasi dengan Internal Audit Pertamina sebagai holding dan Internal Audit seluruh Entitas Anggota Subholding Gas.

Tindak Lanjut Rekomendasi Audit

Pelaksanaan *monitoring* penyelesaian tindak lanjut:

- Realisasi *monitoring* tindak lanjut hasil Audit Internal yang dilakukan oleh Internal Audit PGN pada periode tahun 2025 sebagai berikut:

INTERNAL AUDIT ACTIVITY IMPLEMENTATION ACROSS 2025

Insight

Internal Audit strengthened its roles as Insight Generator and Trusted Advisor. Internal Audit has been more proactive in providing insights and strategic advice to the Management, especially regarding Governance, Risk, and Compliance. Throughout 2025, Internal Audit has delivered six insights to the Management through the Management Letter.

Audit and Consultation Implementation

Based on the 2025 Annual Audit Plan (AAP), Internal Audit has carried out nine audit and consultation assignments.

In addition to performing duties based on the 2024 AAP, Internal Audit has also carried out three assignments not included in the 2025 AAP and two carried-over assignments from the 2024 AAP.

PGN's Internal Audit actively coordinates with the Internal Audit of Pertamina as a holding and the Internal Audit of all Member Entities of Gas Subholding.

Follow-Up Actions on Audit Recommendations

Monitoring of follow-up action completion:

- The monitoring realization of follow-up actions on the results of PGN's Internal Audit in 2025 is as follows:

TABEL REKAPITULASI TINDAK LANJUT HASIL AUDIT INTERNAL PERIODE 1 JANUARI – 31 DESEMBER 2025
Table of Recapitulation of Follow-Up Actions on the Results of Internal Audit for January 1 – December 31, 2025

No.	Uraian Description	Total
A.	*Outstanding* rekomendasi per 31 Desember 2024 Outstanding recommendations as of December 31, 2025	81
B.	Tambahan rekomendasi sampai dengan 31 Desember 2025 Additional recommendations as of December 31, 2025	118
C.	Total rekomendasi sampai dengan 31 Desember 2025 Total recommendations as of December 31, 2025	199
D.	Tindak lanjut sampai dengan 31 Desember 2025 Follow-up actions as of December 31, 2025	82

No.	Uraian Description	Total
E.	*Outstanding* rekomendasi sampai dengan 31 Desember 2025 Outstanding recommendations as of December 31, 2025	117
E1.	*Outstanding* rekomendasi per 31 Desember 2025 yang telah melebihi *end date* Outstanding recommendations as of December 31, 2025 exceeding the end date	1
E2.	*Outstanding* rekomendasi per 31 Desember 2025 yang belum melebihi *end date* Outstanding recommendations as of December 31, 2025 not exceeding the end date	116
Persentase Pencapaian (F) =D/(D+E1) x 100% Percentage of Achievement (F) =D/(D+E1) x 100%		99%

Sesuai dengan pelaksanaan *monitoring* tindak lanjut, Internal Audit akan menyampaikan kembali *reminder* penyelesaian tindak lanjut kepada Auditee pada Triwulan I 2026.

- Rekomendasi hasil audit eksternal (BPK RI dan Kantor Akuntan Publik untuk Audit PSA 62).

  1. Badan Pemeriksa Keuangan Republik Indonesia (BPK RI)
     Telah dilaksanakan Pemutakhiran Tindak Lanjut Rekomendasi Hasil Audit BPK RI Periode Semester I 2024 untuk tiga Laporan Hasil Pemeriksaan (LHP) bersama dengan BPK RI pada tanggal 9 September sampai dengan 13 September 2024. Berdasarkan Laporan Hasil Pemantauan Tindak Lanjut Rekomendasi Hasil Pemeriksaan Semester II Tahun 2024 pada tanggal 28 Oktober 2025, BPK RI menetapkan dari keseluruhan *outstanding* rekomendasi yang berjumlah 30, terdiri dari 12 rekomendasi telah sesuai dan 18 rekomendasi dinyatakan belum sesuai.

Adhering to the monitoring of follow-up actions, Internal Audit will resend reminders to complete them to Auditees in Q1 of 2026.

- Recommendations on external audit results (Audit Board of the Republic of Indonesia and Public Accounting Firm for PSA 62 Audit)

  1. Audit Board of the Republic of Indonesia (BPK RI)

     Updates on Follow-Up Actions on Recommendations Arising from BPK RI's Audit Results for the First Semester of 2024 for three Audit Result Reports (LHP) were conducted with BPK RI from September 9 to September 13, 2024. Based on the Report on the Monitoring Results of Follow-Up Actions on Audit Recommendations for the Second Semester of 2024 on October 28, 2025, BPK RI determined that, of the total 30 outstanding recommendations, 12 were deemed appropriate and 18 were deemed not appropriate.

TABEL REKAPITULASI TINDAK LANJUT HASIL AUDIT INTERNAL PERIODE 1 JANUARI – 31 DESEMBER 2025
Table of Recapitulation of Follow-Up Actions on the Results of Internal Audit for 1 January – 31 December 2025

No.	Keterangan Description		Jumlah Rekomendasi Total Recommendation
A.	*Outstanding* rekomendasi per 1 Januari 2024 Outstanding recommendations as of January 1, 2025		29
B.	Tambahan rekomendasi sampai dengan 31 Desember 2025 Additional recommendations as of December 31, 2025		1
C.	Total rekomendasi sampai dengan 31 Desember 2024 Total recommendations as of December 31, 2025		30
D.	Tindak Lanjut sampai dengan 31 Desember 2024 Follow-up actions as of December 31, 2025	Sesuai Appropriate	12
		Belum Sesuai Not Appropriate	18
		Belum Ditindaklanjuti Not Yet Followed Up	-
		Tidak Dapat Ditindaklanjuti Cannot be Followed Up	-
E.	Outstanding rekomendasi per 31 Desember 2025 Outstanding recommendations as of December 31, 2025		18

Selanjutnya Pemutakhiran Tindak Lanjut Rekomendasi Hasil Audit BPK RI Periode Semester II 2024 telah dijadwalkan pelaksanaannya pada Triwulan I 2025.

2. Kantor Akuntan Publik Purwantono, Sungkoro & Surja (KAP PSS)
   Telah dilakukan *monitoring* atas tindak lanjut hasil Audit PSA 62 Tahun 2024. KAP PSS telah menyetujui dan menyatakan bahwa PGN telah menindaklanjuti dua rekomendasi hasil audit PSA 62 tahun 2023 berdasarkan email yang telah disampaikan pada tanggal 24 Maret 2025. Berdasarkan Laporan Auditor Independen PSA 62 tahun 2024 Nomor 00235/2.1032/JL.0/02/1726-3/1/III/2025 tanggal 25 Maret 2025 terdapat tambahan lima rekomendasi. Sampai dengan 31 Desember 2025, dua rekomendasi sudah selesai ditindaklanjuti oleh Fungsi Procurement namun masih menunggu persetujuan dari KAP PSS sehingga rekomendasi yang masih outstanding adalah lima rekomendasi.

Afterward, Updates on Follow-Up Actions on Recommendations Arising from BPK RI's Audit Results for the Second Semester of 2024 will be scheduled for implementation in the First Quarter of 2025.

2. Public Accounting Firm Purwantono, Sungkoro & Surja (KAP PSS)
   Monitoring of follow-up actions on PSA 62 Audit Results for 2024 has been conducted. KAP PSS has agreed and stated that PGN has followed up on two recommendations arising from PSA 62 audit results for 2023, based on the email delivered on March 24, 2025. Based on PSA 62 Independent Auditor Report for 2024 Number 00235/2.1032/JL.0/02/1726-3/1/III/2025 dated March 25, 2025. As of December 31, 2025, two recommendations have been followed up by the Procurement Function yet are still awaiting approval from the PSS Public Accountant Office. Thus, five recommendations remain outstanding.

Pendampingan Auditor Eksternal

Internal Audit aktif melakukan pendampingan terhadap audit yang dilakukan Auditor Eksternal, sebagai berikut:

1. Kantor Akuntan Publik Purwanto Susanti dan Surja (anggota firma Ernst & Young Global Limited) dalam melaksanakan Audit PSA 62 Tahun Buku 2025.
2. Badan Pengawasan Keuangan dan Pembangunan (BPKP) dalam melaksanakan pemeriksaan dan pendampingan penyelesaian permasalahan di PGN Group.
3. BPK RI dalam melaksanakan pemeriksaan atas Kinerja PT Pertamina (Persero), Subholding dan Instansi terkait Lainnya dalam Pengelolaan Minyak dan Gas Bumi serta Kegiatan pendukung lainnya
4. Inspektorat Jenderal Kementerian Keuangan (Itjen Kemenkeu) dalam melaksanakan kegiatan pengawasan atas dukungan pemerintah kepada PT Pertamina (Persero).

Assistance for External Auditor

Internal Audit facilitates audits performed by External Auditors, including:

1. Public Accounting Firm Purwanto Susanti dan Surja (firm member of Ernst & Young Global Limited) in conducting PSA 62 Audit for the 2025 Financial Year.
2. Development Finance Comptroller (BPKP) in conducting audits and assisting with problem resolutions at PGN Group.
3. BPK RI in conducting an audit of the Performance of PT Pertamina (Persero), Subholding, and Other Relevant Institutions in the Management of Oil and Natural Gas, as well as Other Supporting Activities.
4. The Inspectorate General of the Ministry of Finance in conducting government monitoring and support activities for PT Pertamina (Persero).

Lain-Lain

Internal Audit selain melakukan kegiatan audit dan pendampingan di atas, juga melakukan kegiatan:

1. Ikut serta dalam kegiatan Forum Komunikasi Satuan Pengawasan Intern (FKSPI) BUMN dan ESDM.
2. Mengikuti pelatihan, konferensi, sertifikasi dan peningkatan kompetensi.
3. Melaksanakan sosialisasi Pedoman *Whistle Blowing System* (WBS).
4. Mengimplementasikan Audit Management System (AMS) dalam menjalankan penugasan dan *monitoring* tindak lanjut rekomendasi hasil audit.

Miscellaneous

In addition to carrying out the aforementioned audit and assisting activities, Internal Audit also conducts the following activities:

1. Participating in the Internal Monitoring Unit Communication Forum (FKSPI) of EMR and SOEs.
2. Participating in training, conference, certification, and competency development programs.
3. Disseminating the Whistleblowing System (WBS) Manual.
4. Implementing the Audit Management System (AMS) in performing duties and monitoring of follow-up actions on audit recommendations.

AUDITOR EKSTERNAL
EXTERNAL AUDITOR

PROSES PENUNJUKAN AUDITOR EKSTERNAL

Perusahaan menunjuk Kantor Akuntan Publik (KAP) Purwanto Susanti dan Surja (EY), firma anggota jaringan global Ernst & Young di Indonesia, untuk melakukan Audit Laporan Keuangan Tahun Buku 2025. Penunjukan dilakukan berdasarkan Rapat Umum Pemegang Saham Tahunan tanggal 28 Mei 2025, yang memberikan wewenang kepada Dewan Komisaris untuk menunjuk Kantor Akuntan Publik untuk melaksanakan Audit Laporan Keuangan Konsolidasian Tahun Buku 2025, Audit Kepatuhan PSA 62, Audit Laporan Keuangan Pendanaan Usaha Mikro dan Usaha Kecil terkait Program Tanggung Jawab Sosial dan Lingkungan, dan Penerapan Prosedur Yang Disepakati Sehubungan Dengan Laporan Hasil Evaluasi Kinerja Key Performance Indicator ("KPI") Kolegial Direksi/Korporat dan KPI Individual Direksi Tahun Buku 2025.

Dewan Komisaris bertanggung jawab untuk menunjuk KAP yang akan ditugaskan dalam audit laporan keuangan Perseroan tahun berjalan. Direksi membantu Dewan Komisaris dalam pelaksanaan pengadaan jasa KAP hingga kontrak dilaksanakan sesuai ketentuan yang berlaku.

1. Dewan Komisaris dibantu oleh Komite Audit melakukan kajian mengenai kriteria calon Kantor Akuntan Publik yang dapat mengikuti proses pengadaan yang akan diselenggarakan sesuai dengan proses pengadaan di Perseroan
2. Dewan Komisaris meminta Direksi Perusahaan untuk melakukan proses pengadaan Kantor Akuntan Publik, sesuai dengan peraturan Perusahaan dengan tetap berkoordinasi dengan Komite Audit
3. Direksi Perusahaan melakukan proses pengadaan Kantor Akuntan Publik sesuai dengan peraturan yang berlaku di Perusahaan dengan mengedepankan prinsip-prinsip GCG
4. Direksi menyampaikan hasil pengadaan Kantor Akuntan Publik kepada Dewan Komisaris
5. Dewan Komisaris menetapkan Kantor Akuntan Publik berdasarkan hasil proses pengadaan
6. Direksi melaksanakan kontrak jasa pelaksanaan Audit Laporan Keuangan Perseroan dengan Kantor Akuntan Publik sesuai dengan ketetapan Dewan Komisaris yaitu KAP Purwanto Susanti dan Surja ("EY")

EXTERNAL AUDITOR APPOINTMENT PROCESS

The Company appointed Public Accounting Firm (KAP) Purwanto Susanti dan Surja (EY), a member firm of the global network Ernst & Young in Indonesia, to conduct a Financial Statement Audit for the 2025 Financial Year. The appointment was made based on the Annual General Meeting of Shareholders on 28 May 2025, which granted authority to the Board of Commissioners to carry out Consolidated Financial Statement Audit for the 2025 Financial Year, PSA 62 Compliance Audit, Financial Statement Audit of Micro and Small Business Funding related to the Social and Environmental Responsibility Program, and Implementation of Agreed-Upon Procedures in Respect of the Report on the Performance Evaluation Results of the Collegial KPI of the Board of Directors/Corporate and the Individual KPI of the Board of Directors for the 2025 Financial Year.

The Board of Commissioners is responsible for appointing the KAP to audit the Company's financial statements for the year. The Board of Directors assisted the Board of Commissioners in procuring KAP services until the contract was executed in accordance with applicable provisions.

1. The Board of Commissioners was assisted by the Audit Committee to review the criteria for Public Accounting Firm candidates that can participate in the procurement process, which would be carried out according to the procurement process in the Company
2. The Board of Commissioners asked the Board of Directors of the Company to carry out the procurement process for Public Accounting Firm services, in line with the Company's regulations and in coordination with the Audit Committee
3. The Board of Directors of the Company conducted the procurement process for Public Accounting Firm services according to the applicable regulations of the Company while upholding GCG principles
4. The Board of Directors submitted the results of the Public Accounting Firm service procurement to the Board of Commissioners
5. The Board of Commissioners stipulated the Public Accounting Firm based on the procurement results
6. The Board of Directors entered into a service contract with a Public Accounting Firm, namely Purwanto Susanti dan Surja ("EY"), for the audit of the Company's Financial Statements aligned with the stipulation of the Board of Commissioners

Adapun ruang lingkup jasa audit yang dilakukan Ernst & Young (EY) adalah sebagai berikut:

1. Audit Umum atas Laporan Keuangan Konsolidasian Perseroan dan Anak Perusahaan Tahun Buku 2025.
2. Audit Laporan Keuangan Pendanaan Usaha Mikro dan Usaha Kecil terkait Program Tanggung Jawab Sosial dan Lingkungan Tahun 2025.
3. Audit Kepatuhan Terhadap Peraturan Perundang-undangan dan Pengendalian Internal (PSA 62) tahun buku 2025.
4. Penerapan Prosedur Yang Disepakati Sehubungan Dengan Laporan Hasil Evaluasi Kinerja Key Performance Indicator ("KPI") Kolegial Direksi/Korporat dan KPI Individual Direksi Tahun Buku 2025.

BESARAN BIAYA JASA AUDITOR EKSTERNAL

Dewan Komisaris juga memiliki kewenangan untuk menetapkan besaran imbalan jasa audit, penambahan ruang lingkup pekerjaan yang diperlukan dan persyaratan lainnya, termasuk menetapkan Kantor Akuntan Publik pengganti jika KAP yang ditunjuk tidak dapat menyelesaikan pekerjaannya.

Pada tahun 2025, total biaya yang dikeluarkan untuk Audit Laporan Keuangan Konsolidasian tahun buku sebesar Rp3.500.000.000 (belum termasuk PPN). Kantor Akuntan Publik Purwanto Susanti dan Surja (firma anggota jaringan global Ernst & Young di Indonesia) juga ditunjuk untuk melakukan jasa audit, sebagai berikut:

1. Audit Umum atas Laporan Keuangan Konsolidasian PT Saka Energi Indonesia Tahun Buku 2025 dengan biaya sebesar Rp2.500.000.000 (belum termasuk PPN);
2. Audit Umum atas Laporan Keuangan Konsolidasian PT PGAS Solution Tahun Buku 2025 dengan biaya sebesar Rp400.000.000 (belum termasuk PPN);
3. Audit Umum atas Laporan Keuangan Konsolidasian PT Gagas Energi Indonesia Tahun Buku 2025 dengan biaya sebesar Rp400.000.000 (belum termasuk PPN)
4. Audit Umum atas Laporan Keuangan Konsolidasian PT PGN LNG Indonesia Tahun Buku 2025 dengan biaya sebesar Rp400.000.000 (belumtermasuk PPN)
5. Audit Umum atas Laporan Keuangan Konsolidasian PT Permata Graha Nusantara Tahun Buku 2025 dengan biaya sebesar Rp530.000.000 (belum termasuk PPN);
6. Audit Umum atas Laporan Keuangan PT Kalimantan Jawa Gas Tahun Buku 2025 dengan biaya sebesar Rp400.000.000 (belum termasuk PPN)

The scope of audit services provided by Ernst & Young (EY) covers:

1. General Audit of the Consolidated Financial Statements of the Company and Subsidiaries for the 2025 Financial Year;
2. Financial Statement Audit of Micro and Small Business Funding Related to the 2025 Social and Environmental Responsibility Program;
3. Audit of Compliance with Laws and Regulations and Internal Control (PSA 62) for the 2025 Financial Year;
4. Implementation of Agreed-Upon Procedures in Respect of the Report on the Performance Evaluation Results of the Collegial KPI of the Board of Directors/Corporate and the Individual KPI of the Board of Directors for the 2025 Financial Year.

EXTERNAL AUDITOR SERVICE FEES

The Board of Commissioners also has the authority to stipulate audit fees, expand the scope of required work, and impose other requirements, including appointing a substitute Public Accounting Firm (KAP) if the appointed KAP fails to complete the assignment.

In 2025, the total costs incurred for the Audit of the Consolidated Financial Statements for the financial year amounted to Rp3,500,000,000 (excluding VAT). Public Accounting Firm Purwanto Susanti dan Surja (a member firm of the global network Ernst & Young in Indonesia) was also appointed to provide the following audit services:

1. General Audit of the Consolidated Financial Statements of PT Saka Energi Indonesia for the 2025 Financial Year at a fee of Rp2,500,000,000 (excluding VAT);
2. General Audit of the Consolidated Financial Statements of PT PGAS Solution for the 2025 Financial Year at a fee of Rp400,000,000 (excluding VAT);
3. General Audit of the Consolidated Financial Statements of PT Gagas Energi Indonesia for the 2025 Financial Year at a fee of Rp400,000,000 (excluding VAT);
4. General Audit of the Consolidated Financial Statements of PT PGN LNG Indonesia for the 2025 Financial Year at a fee of Rp400,000,000 (excluding VAT);
5. General Audit of the Consolidated Financial Statements of PT Permata Graha Nusantara for the 2025 Financial Year at a fee of Rp530,000,000 (excluding VAT);
6. General Audit of the Consolidated Financial Statements of PT Kalimantan Jawa Gas for the 2025 Financial Year at a fee of Rp400,000,000 (excluding VAT);

7. Audit Umum atas Laporan Keuangan Konsolidasian PT PGAS Telekomunikasi Nusantara Tahun Buku 2025 dengan biaya Rp400.000.000 (belum termasuk PPN); dan
8. Audit Umum atas Laporan Keuangan Konsolidasian PT Pertamina Gas dan entitas anak Tahun Buku 2025 dengan biaya sebesarRp3.700.000.000 (belum termasuk PPN).

Pada tahun 2025, total biaya yang dikeluarkan untuk pelaksanaan jasa audit terhadap PGN dengan ruang lingkup tersebut dan audit umum atas laporan keuangan Entitas Anak sebesar Rp12.230.000.000 (belum termasuk PPN). Daftar Akuntan dan Kantor Akuntan Publik PGN dalam lima tahun terakhir sebagai berikut:

7. General Audit of the Consolidated Financial Statements of PT PGAS Telekomunikasi Nusantara for the 2025 Financial Year at a fee of Rp400,000,000 (excluding VAT); and
8. General Audit of the Consolidated Financial Statements of PT Pertamina Gas and subsidiary entities for the 2025 Financial Year at a fee of Rp3,700,000,000 (excluding VAT).

In 2025, the total costs incurred for the provision of audit services for PGN within that scope and for the general audit of the financial statements of Subsidiary Entities amounted to Rp12,230,000,000 (excluding VAT). The list of Accountants and Public Accounting Firms contracted by PGN in the last five years is as follows:

DAFTAR AKUNTAN DAN KANTOR AKUNTAN PUBLIK PGN DALAM LIMA TAHUN TERAKHIR
Accountants and Public Accounting Firms Contracted by PGN in the Last Five Years

Tahun Buku Financial Year	Kantor Akuntan Publik Public Accounting Firm	Akuntan Publik Public Accountant
2021	Tanudiredja, Wibisana, Rintis dan Rekan (firma anggota jaringan global PricewaterhouseCoopers di Indonesia) Tanudiredja, Wibisana, Rintis, and Partners (a member firm of the global network PricewaterhouseCoopers in Indonesia)	Daniel Kohar
2022	Purwantono, Sungkoro & Surja (firma anggota jaringan global Ernst & Young di Indonesia) Purwantono, Sungkoro & Surja (a member firm of the global network Ernst & Young in Indonesia)	Irwan Haswir
2023	Purwantono, Sungkoro & Surja (firma anggota jaringan global Ernst & Young di Indonesia) Purwantono, Sungkoro & Surja (a member firm of the global network Ernst & Young in Indonesia)	Irwan Haswir
2024	Purwantono, Sungkoro & Surja (firma anggota jaringan global Ernst & Young di Indonesia) Purwantono, Sungkoro & Surja (a member firm of the global network Ernst & Young in Indonesia)	Irwan Haswir
2025	Purwanto Susanti dan Surya (firma anggota jaringan global Ernst & Young di Indonesia) Purwanto Susanti dan Surya (a member firm of the global network Ernst & Young in Indonesia)	Irwan Haswir

JASA LAIN

Pihak yang telah ditunjuk Perusahaan sebagai Auditor Eksternal PGN Tahun Buku 2025 tersebut telah menyelesaikan tugasnya secara independen, sesuai standar profesional akuntan publik, perjanjian kerja serta ruang lingkup audit yang telah ditetapkan. Kantor Akuntan Publik Purwanto Susanti dan Surya tidak memberikan jasa konsultasi lainnya kepada PGN.

OTHER SERVICES

The party appointed by the Company as PGN's External Auditor for the 2025 Financial Year has completed its assignment independently according to public accountant professional standards, the work agreement, and the stipulated audit scope. Purwanto Susanti dan Surya Public Accounting Firm did not provide any other consulting services to PGN.

SISTEM PENGENDALIAN INTERNAL
INTERNAL CONTROL SYSTEM



KESESUAIAN SISTEM PENGENDALIAN INTERNAL

PGN terus mengupayakan pengembangan sistem pengendalian internal dengan mengacu kepada ISO 31000:2018 *framework*, selaras dengan ketentuan Peraturan Menteri BUMN Nomor PER 2-MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.

Dalam prosesnya, PGN mengimplementasikan sistem pengendalian internal dengan mekanisme dan proses yang melibatkan Direksi, anggota manajemen, dan seluruh personel di Perseroan. Hal ini dilakukan dalam rangka memberikan keyakinan atas pencapaian operasional Perseroan, pelaporan keuangan yang andal, serta kepatuhan terhadap prosedur dan peraturan yang berlaku.

Penerapan sistem pengendalian internal yang efektif menjadi dasar kuat bagi kegiatan operasional PGN yang sehat dan aman, mencegah kegagalan pencapaian tujuan, menghasilkan laporan keuangan terpercaya, serta memastikan kegiatan Perusahaan patuh pada aturan dan hukum. Upaya ini juga dapat memberikan informasi yang relevan dalam menilai kinerja Perusahaan.

INTERNAL CONTROL SYSTEM CONFORMITY

PGN continues to make efforts to develop its internal control system with reference to the ISO 31000:2018 framework, which aligns it with the provisions of Regulation of SOEs Minister Number PER 2-MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.

In the process, PGN implements an internal control system with mechanisms and processes involving the Board of Directors, management members, and all personnel of the Company. This is intended to provide assurance regarding the Company's operational achievements, reliable financial reporting, and compliance with applicable procedures and regulations.

Effective implementation of the internal control system serves as a strong foundation for PGN's healthy and safe operational activities, produces reliable financial reports, and ensures that the Company's activities comply with rules and laws. This effort can also provide relevant information to assess the Company's performance.

PENGENDALIAN KEUANGAN DAN OPERASIONAL SERTA KEPATUHAN TERHADAP PERUNDANG-UNDANGAN

PGN menerapkan sistem pengendalian internal dalam dua aspek, yaitu pengendalian operasional dan keuangan. Pengendalian operasional dilakukan melalui pengkajian ulang oleh Direksi terhadap kinerja operasional dan realisasi Rencana Kerja serta Anggaran Perusahaan. Hal ini dilakukan dengan tujuan untuk mendeteksi adanya kelemahan pengendalian terpasang, atau kurang memadainya rencana dan upaya mitigasi risiko.

Pada tahun 2025, PGN melaksanakan *Internal Control Testing* terkait pengendalian operasional melalui perencanaan dan pemetaan pengendalian yang dituangkan dalam *Business Process Model* (BPM) dan *Risk Control Matrix* (RCM), serta melakukan *testing* untuk mengevaluasi efektivitas pengendalian internal dan mengidentifikasi peluang perbaikan pada risiko utama maupun proses bisnis utama Perusahaan.

Dalam melakukan pengendalian keuangan, PGN menjalankan pemisahan fungsi agar terhindar dari kesalahan atau penyimpangan dalam pelaksanaan tugasnya. Selain itu, secara rutin PGN melakukan pembaruan kebijakan, prosedur, sistem operasional, dan standar akuntansi sebagai acuan dalam kegiatan operasional yang aktual.

Dalam rangka meningkatkan keandalan pelaporan keuangan untuk mengurangi risiko kesalahan material atau salah saji, PGN telah mengembangkan Internal Control Over Financial Reporting (ICoFR). Untuk memastikan bahwa pengendalian yang sudah dirancang secara terkini (*up to date*), hingga 31 Desember 2025 *Control Owner* di lingkungan PGN *Standalone* telah melakukan *Control Self-Assesment* secara triwulanan yang sertifikasinya dilakukan melalui Aplikasi IMS (ICoFR Management System) serta melakukan pemutakhiran Business Process Model (BPM) dan Risk Control Matrix (RCM).

FINANCIAL AND OPERATIONAL CONTROL AND COMPLIANCE WITH LAWS AND REGULATIONS

PGN implements the internal control system in two aspects, namely operational and financial controls. Operational control is exercised by the Board of Directors through a review of operational performance and realization of the Company Work Plan and Budget. The purpose is to detect any weaknesses in installed controls or inadequate risk mitigation plans and efforts.

In 2025, PGN conducted Internal Control Testing on operational control through control planning and mapping outlined in the Business Process Model (BPM) and the Risk Control Matrix (RCM). PGN also conducted a test to evaluate internal control effectiveness and identify opportunities for improvement in the main risks and main business processes of the Company.

In conducting financial control, PGN divides functions to prevent errors or deviations in the implementation of duties. Furthermore, PGN regularly updates policies, procedures, operational systems, and accounting standards as a reference for actual operational activities.

To increase the reliability of financial reporting and reduce the risk of material errors or misstatements, PGN has developed Internal Control Over Financial Reporting (ICoFR). To ensure that control has been designed according to the latest requirements, as of December 31, 2025, Control Owners within PGN Standalone have carried out Self-Assessment Control on a quarterly basis, with the certification conducted through the IMS Application (ICoFR Management System), and updated the Business Process Model (BPM) and Risk Control Matrix (RCM).

Sementara itu, untuk mengevaluasi tingkat efektivitas implementasi ICoFR, mulai triwulan III tahun 2025 Internal Audit melakukan *Test of Design* dan *Test of Effectiveness* periode interim. Selain itu PGN juga mendorong pengembangan ICoFR di entitas anak perusahaan dan afiliasi di sepanjang tahun 2025 ini. Sampai dengan 31 Desember 2025, di level entitas anak telah dilaksanakan proses perancangan dan pemutakhiran Business Process Model (BPM) dan Risk Control Matrix (RCM) serta *Control Self-Assesment* triwulanan yang mulai dilaksanakan sejak April 2025.

KESESUAIAN SISTEM PENGENDALIAN INTERNAL DENGAN ISO 31000:2018

Sistem pengendalian internal PGN merujuk pada *Framework* Manajemen Risiko ISO 31000:2018 yang mencakup integrasi, perancangan, penerapan, evaluasi, dan peningkatan Manajemen Risiko di semua bisnis unit Perusahaan. Siklus prosesnya dimulai dari perencanaan awal hingga integrasi faktor internal dan eksternal Perusahaan.

EVALUASI TERHADAP EFEKTIVITAS SISTEM PENGENDALIAN INTERNAL

Pengendalian internal berlaku kepada seluruh lapisan Perseroan, termasuk Direksi, anggota manajemen, dan personel Perusahaan. Tujuannya adalah memberikan keyakinan atas efektivitas dan efisiensi operasional Perusahaan, laporan keuangan yang andal, dan kepatuhan terhadap prosedur dan peraturan.

Evaluasi atas efektivitas, efisiensi dan kepatuhan dalam pelaksanaan sistem pengendalian internal salah satunya dilakukan melalui pelaksanaan audit oleh Internal Audit. Sedangkan efektivitas sebagian sistem pengendalian internal diuji melalui Audit PSA 62 setiap tahun oleh Akuntan Publik.

Meanwhile, to evaluate the level of effective ICoFR implementation, starting in the third quarter of 2025, Internal Audit has conducted Tests of Design and Test of Effectiveness during the interim period. Moreover, PGN also supports ICoFR development in subsidiary entities and affiliates throughout 2025. As of December 31, 2025, at the subsidiary entity level, the design and updating process for the Business Process Model (BPM) and Risk Control Matrix, as well as quarterly Self-Assessment Control, which began to be carried out in April 2025, have been implemented.

CONFORMITY OF INTERNAL CONTROL SYSTEM WITH ISO 31000:2018

PGN's internal control system refers to the ISO 31000:2018 Framework for Risk Management, which covers the integration, design, implementation, evaluation, and improvement of Risk Management across all business units of the Company. The cycle begins with initial planning and ends with integration with internal or external factors of the Company.

EVALUATION OF INTERNAL CONTROL SYSTEM EFFECTIVENESS

Internal control applies to all levels of the Company, including the Board of Directors, management members, and personnel of the Company. It aims to provide assurance of the Company's operational effectiveness and efficiency, reliable financial statements, and compliance with procedures and regulations.

The effectiveness, efficiency, and compliance in the implementation of the internal control system are evaluated through, among others, audits conducted by Internal Audit. Meanwhile, the effectiveness of certain parts of the internal control system is examined through a PSA 62 Audit, conducted annually by a Public Accountant.

Berdasarkan Laporan Kantor Akuntan Publik Purwanto, Susanti dan Surja atas Kepatuhan terhadap Peraturan Perundang-undangan yang berakhir pada tanggal 31 Desember 2025 dan Laporan Kantor Akuntan Publik Purwanto, Susanti dan Surja atas Kepatuhan terhadap Pengendalian Internal yang berakhir pada tanggal 31 Desember 2025, dapat disimpulkan bahwa PGN telah mematuhi dalam semua hal yang material, pasal-pasal tertentu hukum, peraturan, kontrak dan persyaratan bantuan serta tidak terdapat masalah berkaitan dengan pengendalian internal dan operasinya yang memiliki kelemahan material.

Reports by Purwanto, Susanti, and Surja Public Accounting Firm on Compliance with Laws and Regulations ending December 31, 2025, and Reports by Purwanto, Susanti, and Surja Public Accounting Firm on Compliance with Internal Control ending December 31, 2025 revealed that PGN has complied with all material matters, certain articles, laws, regulations, contracts and assistance requirements. Additionally, there were no issues related to its internal control and operations with material weaknesses.

Perseroan selalu menindaklanjuti rekomendasi yang dihasilkan dari pelaksanaan Audit Internal dan Audit PSA 62 dalam upaya penyempurnaan sistem pengendalian internal, serta agar kegiatan pelaksanaan operasional Perusahaan berjalan secara efektif. Secara umum sepanjang tahun 2025, sistem pengendalian internal PGN telah berjalan efektif dan efisien.

The Company always follows up on recommendations arising from Internal Audits and PSA 62 Audits to enhance the internal control system and ensure that all operational activities of the Company proceed effectively. In general, throughout 2025, PGN's internal control system has operated effectively and efficiently.

PERNYATAAN DIREKSI DAN/ATAU DEWAN KOMISARIS ATAS KECUKUPAN SISTEM PENGENDALIAN INTERNAL

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

Direksi bertanggung jawab untuk mengimplementasikan sistem pengendalian internal dengan sebaik-baiknya guna mencapai tujuan Perusahaan. Dewan Komisaris dengan dibantu oleh Komite Audit bertanggung jawab untuk melakukan pengawasan dalam rangka memastikan terselenggaranya pengendalian internal secara umum, termasuk kebijakan Direksi yang menetapkan pengendalian internal tersebut. Sesuai fungsinya, sistem pengendalian internal dirancang untuk mengelola dan mengendalikan risiko dengan baik dan tepat.

The Board of Directors is responsible for implementing the internal control system to the best of its ability in order to achieve the objectives of the Company. The Board of Commissioners, assisted by the Audit Committee, is responsible for supervising the overall implementation of internal control, including the policies of the Board of Directors that govern internal control. According to its function, the internal control system was designed to manage and control risks properly and appropriately.

Direksi dan Dewan Komisaris menyatakan bahwa sistem pengendalian internal Perusahaan yang dijalankan selama tahun 2025 telah memadai dan digunakan secara tepat untuk mencapai tujuan pengendalian internal Perusahaan yang meliputi:

1. Operasi dijalankan secara efektif dan efisien;
2. Laporan keuangan yang akurat dan dapat diandalkan;
3. Kepatuhan terhadap Undang-Undang dan peraturan yang berlaku; dan
4. Pengamanan aset Perusahaan.

The Board of Directors and the Board of Commissioners stated that the Company's internal control system implemented throughout 2025 was adequate and appropriately used to achieve the objectives of the Company's internal control, including:

1. Effective and efficient operations;
2. Accurate and reliable financial statements;
3. Compliance with applicable laws and regulations; and
4. Company asset security.

FUNGSI KEPATUHAN
COMPLIANCE FUNCTION

Dalam membuat keputusan dan menjalankan tindakan usaha, PGN senantiasa merujuk pada nilai moral yang tinggi dan kepatuhan terhadap ketentuan peraturan perundang-undangan yang berlaku. Perusahaan memiliki Fungsi Kepatuhan (*compliance)* yang memastikan bahwa kebijakan,prosedur, sistem dan kegiatan Perseroan mematuhi peraturan dan hukum yang berlaku.

Fungsi Kepatuhan juga merupakan bentuk penerapan GCG pada perusahaan BUMN, yang memastikan kepatuhan PGN terhadap komitmen yang telah dibuat kepada regulator dan otoritas pengawas lainnya.

STRUKTUR ORGANISASI FUNGSI KEPATUHAN

Direktorat Utama melakukan Fungsi Kepatuhan untuk memastikan terpenuhinya kepatuhan terhadap peraturan perundang-undangan. Fungsi Kepatuhan di Perusahaan dijalankan oleh beberapa satuan kerja di bawah Direksi berdasarkan Surat Keputusan Direktur Utama Nomor 019400.K/OT.00/PDO/2025 tanggal 11 April 2025 tentang Tata Kerja Direktorat Utama PGN.

Direktur Utama membawahi Fungsi Kepatuhan yang melekat kepada satuan kerja:
1. Legal Counsel and Compliance
2. Internal Audit
3. Corporate Secretary
4. HSSE
5. Strategic Business Advocacy

AUDIT KEPATUHAN DI PGN

Laporan Keuangan Perusahaan diaudit oleh KAP yang ditunjuk berdasarkan Keputusan RUPS Tahunan. Selain audit laporan keuangan, KAP juga telah melaksanakan Audit Kepatuhan terhadap Pengendalian Internal dan Peraturan Perundang-undangan (Audit PSA 62) di PGN yang merekomendasikan tindakan perbaikan atas kelemahan pengendalian internal yang berlaku dan interpretasi Perseroan atas implementasi peraturan perundang-undangan.

In making decisions and taking business actions, PGN always upholds high moral values and ensures compliance with the provisions of applicable laws and regulations. The Company has a Compliance Function that ensures its policies, procedures, systems, and activities comply with applicable laws and regulations.

The Compliance Function is also a form of GCG implementation in SOEs, ensuring PGN's compliance with the commitments made to regulators and other supervisory authorities.

ORGANIZATIONAL STRUCTURE OF COMPLIANCE FUNCTION

The Principal Directorate performs the Compliance Function to ensure compliance with laws and regulations. The Compliance Function at the Company is carried out by several work units under the Board of Directors based on the Decree of President Director Number 019400.K/OT.00/PDO/2025 dated April 11, 2025 on Work Procedure for the Principal Directorate of PGN.

The President Director is in charge of the Compliance Function, which is attached to the following work units:
1. Legal Counsel and Compliance
2. Internal Audit
3. Corporate Secretary
4. HSSE
5. Strategic Business Advocacy

COMPLIANCE AUDIT AT PGN

The Company's Financial Statements are audited by the KAP appointed based on the Annual GMS Resolution. In addition to financial reports, KAP has also performed a Compliance Audit of Internal Control and Laws and Regulations (PSA 62 Audit) at PGN, upon which KAP recommends improvement actions for applicable internal control weaknesses and the Company's interpretation of laws and regulations.

PENGADAAN BARANG/JASA
GOODS/SERVICES PROCUREMENT

Pengadaan barang/jasa menjadi salah satu aspek penting dalam menjaga kelangsungan bisnis dan memiliki peran strategis dalam menentukan kinerja Perseroan. Pengadaan barang/jasa menjadi pintu masuk utama bagi penyedia barang/jasa dalam mendukung kegiatan investasi maupun operasional Perseroan.

Pengadaan barang/jasa dilakukan untuk memenuhi kebutuhan barang/jasa Perseroan dalam mendukung kegiatan investasi maupun operasional, dimulai dari perencanaan kebutuhan barang/jasa hingga serah terima hasil pekerjaan.

Seluruh proses dijalankan dengan mengedepankan aspek HSSE, pengelolaan risiko, dan implementasi Tingkat Komponen Dalam Negeri (TKDN) serta kaidah *On Time, On Budget, On Scope/Specification, On Return, On Regulation* (OTOBOSOROR) sesuai prinsip pengadaan, yaitu: efisien, efektif, kompetitif, transparan, adil dan wajar, terbuka, akuntabel, integritas, dan kehati-hatian.

Goods/services procurement is an important aspect in maintaining business continuity and plays a strategic role in influencing the Company's performance. Goods/services procurement is the main entry for goods/services providers to support the Company's investment and operational activities.

Goods/services procurement is carried out to meet the Company's needs for goods/services in supporting investment and operational activities, covering the planning of required goods/services and the handover of work results.

The entire process is conducted by prioritizing HSSE, risk management, and implementation of Domestic Component Level (TKDN), and the On Time, On Budget, On Scope/ Specification, On Return, On Regulation (OTOBOSOROR) principle, in accordance with the procurement principle, namely: efficient, effective, competitive, transparent, just and fair, open, accountable, upright, and careful.

KEBIJAKAN PENGADAAN BARANG/JASA

Perseroan telah memiliki kebijakan dan ketentuan internal mengenai pengadaan barang/jasa yang tertuang dalam Pedoman Pengadaan Barang/Jasa Nomor P-001/31.00/2023 Rev.00 tanggal 30 Oktober 2023 yang berlaku tanggal 1 November 2023 disusun untuk pemenuhan terhadap peraturan perundangan yang berlaku, yaitu Peraturan Menteri Badan Usaha Milik Negara Nomor PER-2/ MBU/03/2023 tanggal 3 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, khususnya terkait kegiatan pengadaan barang/jasa.

Selain itu Pedoman Pengadaan Barang/Jasa juga telah diselaraskan dengan kebijakan dan ketentuan PT Pertamina (Persero) selaku Holding Minyak dan Gas, dimana Perseroan adalah SubHolding Gas sebagai bagian dari Pertamina Group, yaitu Surat Keputusan Direktur Utama PT Pertamina (Persero) Nomor Kpts-10/C00000/2023 tanggal 17 Juli 2023 tentang Pemberlakukan Pertamina Standar Pengadaan Barang/Jasa Nomor PS-S-022-390-2022 Edisi Ke – 2 tahun 2022.

GOODS/SERVICES PROCUREMENT POLICY

The Company has internal policies and provisions on goods/services procurement, as outlined in Goods/Services Procurement Manual Number Number P-001/31.00/2023 Rev.00 dated October 30, 2023, valid from November 1, 2023. It was formulated to comply with the applicable regulation, namely Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 dated March 3, 2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, particularly related to goods/services procurement activities.

Additionally, the Goods/Services Procurement Manual has been aligned with the policies and provisions of PT Pertamina (Persero) as Oil and Gas Holding, where the Company serves as the Gas Subholding within Pertamina Group, namely Decree of President Director of PT Pertamina (Persero) Number Kpts-10/C00000/2023 dated July 17, 2023 on Implementation of Pertamina's Goods/Services Procurement Standards Number PS-S-022-390-2022 Second Edition of 2022.

Pedoman Pengadaan Barang/Jasa Nomor P-001/31.00/2023 Rev.00 tanggal 30 Oktober 2023 dan Dokumen Acuan Kerja terkait lainnya, yang mengatur tentang:

1. Pendaftaran penyedia barang/jasa;
2. Perencanaan pengadaan barang/jasa;
3. Pemilihan penyedia barang/jasa;
4. Kontrak dan amandemen kontrak pengadaan barang/jasa; dan
5. Penilaian kinerja dan koreksi sanksi penyedia barang/jasa.

Adapun metode pengadaan barang/jasa dilakukan Perseroan tidak terbatas pada:

1. Tender Terbuka, yaitu metode pemenuhan kebutuhan barang/jasa yang dilaksanakan dengan cara diumumkan guna memberi kesempatan kepada penyedia barang/jasa secara lebih luas.
2. Pemilihan Langsung, yaitu metode pemenuhan kebutuhan barang/jasa yang dilaksanakan dengan mengundang lebih dari satu penyedia barang/jasa yang diyakini terbatas sesuai dengan pekerjaan yang akan dilaksanakan.
3. Tender Terbatas, yaitu metode pemenuhan kebutuhan barang/jasa yang ditawarkan kepada seluruh penyedia barang/jasa teregistrasi atau terdaftar yang memenuhi persyaratan kualifikasi umum sesuai dengan pekerjaan yang akan dilaksanakan.
4. Tender Cepat, yaitu metode pemenuhan kebutuhan barang yang diikuti Penyedia barang/jasa teregistrasi atau terdaftar dengan membandingkan harga tanpa melalui penilaian kualifikasi khusus, evaluasi penawaran administrasi, evaluasi penawaran teknis dan masa sanggah.
5. Sinergi Pertamina Incorporated, yaitu metode pemenuhan kebutuhan barang/jasa yang dilaksanakan dengan cara menunjuk satu Subholding Pertamina/Anak Perusahaan Pertamina/Perusahaan Terafiliasi Pertamina.
6. Penunjukan Langsung, yaitu metode pemenuhan kebutuhan barang/jasa yang dilaksanakan dengan cara menunjuk satu penyedia barang/jasa, atau penunjukan berdasarkan hasil *Beauty Contest*.
7. Pengadaan Langsung, yaitu metode pemenuhan kebutuhan barang yang terdapat di pasar dengan berdasarkan harga pasar (*market price*), termasuk dalam hal ini *E-Purchasing*.

Goods/Services Procurement Manual Number P-001/31.00/2023 Rev.00 dated October 30, 2023, and other relevant Work Reference Documents, which regulate:

1. Registration of goods/services providers;
2. Planning of goods/services procurement;
3. Selection of goods/services providers;
4. Contracts and contract amendments for goods/services procurement; and
5. Performance assessment and sanction correction of goods/services providers.

The goods/services procurement methods used by the Company are not limited to:

1. Open Tendering, which is a method to meet the needs for goods/services that is conducted through public announcement to provide a wider opportunity to goods/services providers.
2. Direct Selection, which is a method to meet the needs for goods/services that is conducted by inviting more than one goods/services provider believed to be limited according to the work to be carried out.
3. Limited Tendering, which is a method to meet the needs for goods/services that gives an offer to all registered goods/services providers that meet the general qualifications according to the work to be carried out.
4. Fast Tendering, which is a method to meet the needs for goods participated by registered goods/services providers and conducted by comparing prices without going through specific qualification assessment, administrative bidding evaluation, technical bidding evaluation, or objection period.
5. Pertamina Incorporated Sinergy, which is a method to meet the needs for goods/services that is conducted by appointing a Pertamina Subholding/Pertamina Subsidiary/Pertamina Affiliate.
6. Direct Appointment, which is a method to meet the needs for goods/services that is conducted by appointing a goods/services provider or appointing based on Beauty Contest results.
7. Direct Procurement, which is a method to meet the needs for goods available at the market based on market prices, including E-Purchasing.

PEDOMAN PENINGKATAN PENGGUNAAN PRODUK DALAM NEGERI

Selain Pedoman Pengadaan Barang/Jasa, Perseroan juga telah memiliki Pedoman Peningkatan Penggunaan Produk Dalam Negeri Nomor P.002/10.01/2024 Rev.00 tanggal 30 April 2024 yang berlaku efektif tanggal 1 Juli 2024, yang telah selaras dengan kebijakan dan ketentuan PT Pertamina (Persero) selaku Holding Minyak dan Gas, dimana Perseroan adalah Subholding Gas sebagai bagian dari Pertamina Group, yaitu Pedoman Pengelolaan Peningkatan Penggunaan Produk Dalam Negeri Nomor A3.5-03/L100000/2023-S9 tanggal 3 Oktober 2023.

Pedoman tersebut telah dilakukan revisi terkait pengenaan Sanksi Finansial TKDN menjadi Pedoman Pedoman Peningkatan Penggunaan Produk Dalam Negeri Nomor P.002/10.01/2024 Rev.01 tanggal 9 September 2025 dan yang berlaku efektif tanggal 09 September 2025.

DIGITALISASI *PROCUREMENT*

Untuk mendorong proses pengadaan barang/jasa yang lebih efektif dan efisien serta implementasi TKDN, Perseroan memanfaatkan penggunaan teknologi informasi berupa aplikasi untuk mendukung proses pengadaan barang/jasa. Hal ini selaras dengan implementasi digitalisasi pengadaan barang/jasa yang dicanangkan oleh PT Pertamina (Persero) selaku Holding Minyak dan Gas, dimana Perseroan adalah SubHolding Gas sebagai bagian dari Pertamina Group. Adapun beberapa aplikasi yang digunakan oleh Perseroan antara lain:

1. Aplikasi iVendor Pertamina dipakai oleh Perseroan sejak 31 Mei 2023, aplikasi ini membantu dalam standarisasi proses pendaftaran penyedia barang/jasa, dimana Perseroan dapat menggunakan *data base* penyedia barang/jasa yang ada di Pertamina Group.
2. Aplikasi SMART-GEP, dipakai oleh Perseroan sejak 12 Agustus 2024, aplikasi ini membantu Perseroan dalam pengadaan barang/jasa mulai dari proses permintaan pengadaan dan proses pemilihan penyedia barang/jasa sejak pengumuman/undangan pengadaan hingga finalisasi kontrak secara online.
3. Aplikasi Local Content Management System (LCMS), dipakai oleh Perseroan sejak 1 September 2025, aplikasi ini membantu Perseroan dalam proses perhitungan perencanaan TKDN, monitoring implementasi hingga hasil verifikasi TKDN secara online.

MANUAL FOR INCREASING DOMESTIC PRODUCT USE

In addition to the Goods/Services Procurement Manual, the Company also has Manual for Increasing Domestic Product Use Number P.002/10.01/2024 Rev.00 dated 30 April 2024, effective from 1 July 2024, that aligns with the policies and provisions of PT Pertamina (Persero) as the Oil and Gas Holding, where the Company serves as the Gas Subholding within Pertamina Group, namely Manual for Increasing Domestic Product Use Number A3.5-03/L10000/2023-S9 dated 3 October 2023.

The guideline has been revised regarding the imposition of TKDN Financial Sanctions to become the Guideline for Increasing the Use of Domestic Products Number P.002/10.01/2024 Rev.01 dated September 9, 2025 effective from September 9, 2025.

PROCUREMENT DIGITALIZATION

To promote a more effective and efficient goods/services procurement process and TKDN implementation, the Company uses information technology in the form of applications to support the goods/services procurement process. It aligns with the digitalization of goods/services procurement initiated by PT Pertamina (Persero) as Oil and Gas Holding, where the Company serves as the Gas Subholding within Pertamina Group. The applications used by the Company comprise:

1. Vendor Pertamina Application, used by the Company since May 31, 2023. This application helps standardize the registration of goods/services providers and allows the Company to use a database of goods/services providers available within the Pertamina Group.
2. SMART-GEP Application, used by the Company since August 12, 2024. This application facilitates the Company's goods/services procurement process electronically, from goods/services procurement request and provider selection to contract finalization.
3. Local Content Management System (LCMS) Application, used by the Company since September 1, 2025. This application helps the Company with online TKDN planning calculations, monitoring of implementation, and TKDN verification results.

KEBIJAKAN *GREEN PROCUREMENT*

Perseroan juga berupaya untuk mendorong proses pengadaan barang/jasa yang berkelanjutan, hal ini sejalan dengan Kebijakan Mutu, HSSE dan Anti Penyuapan serta Kebijakan *Sustainability* yang telah ditetapkan oleh Perseroan, dengan tetap memperhatikan prinsip dan praktik yang berlaku umum (*best practice*). Pada tanggal 25 Juni 2024, Perseroan juga telah mengeluarkan Kebijakan Green Procurement - berkaitan dengan aspek lingkungan, dan Kebijakan Sosial Untuk Supplier, Vendor, dan Kontraktor - berkaitan dengan aspek sosial yaitu: ketenagakerjaan dan Hak Asasi Manusia, dalam pengadaan barang/jasa.

Perseroan senantiasa melakukan pembinaan kepada penyedia barang/jasa dengan mengadakan sosialisasi atau *refreshment* terhadap ketentuan-ketentuan yang berlaku di Perseroan, sesuai dengan porsi dan peruntukannya, antara lain:

1. Visi dan misi Perseroan;
2. Kebijakan pengadaan barang/jasa, khususnya terkait pendaftaran penyedia barang/jasa dan aplikasi SMART GEP;
3. Kebijakan Health, Safety, Security, and Environment (HSSE), khususnya terkait Contractor Safety Management System (CSMS); dan
4. GCG, etika usaha, dan anti penyuapan.

GREEN PROCUREMENT POLICY

The Company endeavors to promote sustainable goods/services procurement, aligned with the Quality, HSSE, and Anti-Bribery Policy, as well as the Sustainability Policy, stipulated by the Company, while taking into account generally accepted principles and practices (best practices). On June 25, 2024, the Company issued the Green Procurement Policy, covering environmental aspects, and the Social Policy for Suppliers, Vendors, and Contractors, covering social aspects, namely employment and Human Rights, for goods/services procurement.

The company continues to foster goods/services providers through dissemination or refreshment of the applicable provisions in the Company, according to the portions and purposes, including:

1. Vision and missions of the Company;
2. Goods/services procurement policy, especially regarding the registration of goods/services providers and SMART GEP application;
3. Health, Safety, Security, and Environment Policy, especially regarding Contractor Safety Management System (CSMS); and
4. GCG, business ethics, and anti-bribery policy.

KEBIJAKAN ANTISUAP DAN KORUPSI
ANTI-BRIBERY AND ANTI-CORRUPTION POLICY



Penerapan Standar ISO 37001
Implementation of ISO 37001

untuk Mencegah Praktik Penyuapan
to Prevent Bribery Practices

Komitmen PGN dalam mencegah penyuapan dan memastikan kepatuhan terhadap persyaratan hukum ditunjukkan dengan penerapan Standar ISO 37001. Melalui penerapan sistem manajemen anti-penyuapan yang sesuai dengan persyaratan ISO 37001, maka PGN dapat secara sistematis mencegah, mendeteksi, dan memerangi penyuapan.

Pada bulan Februari 2025, terdapat versi baru dari standar internasional untuk sistem manajemen anti penyuapan yaitu ISO 37001:2025 yang akan menggantikan versi sebelumnya ISO 37001:2016. Dengan demikian, pada tanggal 28 Februari 2027, semua institusi yang telah disertifikasi harus melakukan transisi ke versi standar yang baru.

Standar baru ini menjadi tonggak penting bagi organisasi di seluruh dunia, termasuk Indonesia, untuk memperkuat sistem pencegahan suap dengan pendekatan yang lebih modern, kontekstual, dan berbasis risiko.

Dalam masa transisi ini PGN tengah menyiapkan pembaruan menuju ISO 37001:2025, diantaranya dengan memperluas ruang lingkup, dan mengadakan pelatihan SMAP ISO 37001 bagi vendor dan auditor internal SMAP. Penanggung jawab Sistem Manajemen Anti Penyuapan di Perusahaan berada dalam kewenangan jawab Legal Counsel and Compliance.

Kebijakan Anti Penyuapan dan Pedoman SMAP ISO 37001 Perseroan selengkapnya dapat dilihat pada situs web PGN https://pgn.co.id/tata-kelola.

PGN's commitment to preventing bribery and ensuring compliance with legal requirements is demonstrated through the implementation of the ISO 27001 Standard. By implementing an anti-bribery management system aligned with ISO 37001 requirements, PGN can systematically prevent, detect, and deter bribery.

In February 2025, a new version of the international standard for anti-bribery management systems, namely ISO 37001:2025, was released, which will replace the previous version, ISO 37001:2016. Therefore, on February 28, 2027, all certified institutions are obliged to transition to the new standard version.

The new standard serves as a milestone for organizations across the globe, including in Indonesia, to strengthen their bribery prevention systems with a more modern, contextual, and risk-based approach.

In the transition period, PGN prepares for the ISO 37001:2025 update, including expanding the scope and providing ISO 37001 ABMS training for vendors and ABMS internal auditors. The Company's Anti-Bribery Management System is under the authority of Legal Counsel and Compliance.

Further details on the Company's Anti-Bribery Policy and ABMS ISO 37001 Manual can be found on the PGN website https://pgn.co.id/tata-kelola.

PROGRAM DAN PROSEDUR

PROGRAMS AND PROCEDURES



Prinsip 4 NO's
4 NO's Principle

- ***No Bribery***
- ***No Kickback***
- ***No Gift***
- ***No Luxurious Hospitality***

PGN berkomitmen dalam menjalankan kegiatan usaha dengan memperhatikan serta menerapkan Kebijakan Antikorupsi, dengan menerapkan Sistem Manajeman Anti Penyuapan ISO 37001:2016 dengan prinsip 4 NO's:

1. *No Bribery*, tidak boleh ada suap-menyuap dan pemerasan;
2. *No Kickback*, tidak boleh ada komisi, tanda terima kasih, baik dalam bentuk uang pelicin dan atau dalam bentuk lainnya;
3. *No Gift*, tidak boleh ada hadiah/gratifikasi yang bertentangan dengan peraturan dan ketentuan yang berlaku; dan
4. *No Luxurious Hospitality*, tidak boleh ada penyambutan dan jamuan mewah yang berlebihan.

Pada tahun 2025, PGN telah mengembangkan satuan kerja yang masuk dalam rencana ruang lingkup (*extend scope*) penerapan SMAP ISO 37001, untuk memastikan proses bisnis Perusahaan dijalankan sesuai prinsip tata kelola yang bersih.

Selain PGN, beberapa anak perusahaan PGN juga telah menerapkan ISO 37001 Manajemen Anti Penyuapan, di antaranya adalah PT Nusantara Regas, PT Transportasi Gas Indonesia, PT Pertamina Gas, PT PGN LNG Indonesia, PT PGAS Telekomunikasi Nusantara, PT PGAS Solution dan PT Permata Graha Nusantara.

PGN is committed to conducting business activities by taking into account and implementing the Anti-Corruption Policy, particularly by applying the ISO 37001:2016 Anti-Bribery Management System with the 4 NO's principle:

1. No Bribery, there must be no bribery or extortion;
2. No Kickback, there must be no commission or token of gratitude, be it in the form of bribe money and/or other forms;
3. No Gift, there must be no gift/gratuity that is contrary to applicable rules and regulations; and
4. No Luxurious Hospitality; there must be no luxurious and extravagant reception or entertainment.

In 2025, PGN established a task force as part of the extended scope plan to implement ISO 37001 ABMS, ensuring the Company's business processes align with clean governance principles.

In addition to PGN, several of its subsidiaries have also implemented the ISO 37001 Anti-Bribery Management System, including PT Nusantara Regas, PT Transportasi Gas Indonesia, PT Pertamina Gas, PT PGN LNG Indonesia, PT PGAS Telekomunikasi Nusantara, PT PGAS Solution, and PT Permata Graha Nusantara.

PROGRAM DAN PROSEDUR DALAM MENGATASI PRAKTIK KORUPSI, BALAS JASA (*KICKBACKS*), *FRAUD*, SUAP DAN/ ATAU GRATIFIKASI

Selama tahun 2025, PGN melaksanakan beragam program dan prosedur yang dapat mendorong dan memastikan tidak adanya praktik korupsi, balas jasa (*kickbacks*), fraud, suap dan/atau gratifikasi di antaranya :

1. Perwira Subholding Gas wajib membuat deklarasi kepatuhan/ komitmen atas pemahaman untuk menerapkan GCG dan COC (Code of Conduct) termasuk komitmen tidak menerima suap/gratifikasi atau tidak memberikan suap (anti suap) dan tidak melakukan COI (*Conflict of Interest*) yang dinyatakan melalui aplikasi COMPOLS (Compliance Online Systems) untuk pekerja PGN dan GOLS (GCG Online Systems) untuk pekerja Anak Perusahaan.
2. Penilaian aspek integritas pada proses rekrutmen bagi calon Perwira Subholding Gas dan fit and proper test pada proses promosi Perwira Subholding Gas.
3. Pembuatan Pakta Integritas bagi Perwira Subholding Gas yang diangkat jabatannya atau dipromosikan.
4. Pembuatan Pakta Integritas pada setiap dilakukan setiap proses Pengadaan Barang dan Jasa bagi Calon vendor Barang dan Jasa maupun Pengguna/Pengelola Barang Jasa.
5. Menayangkan Video Sosialisasi terkait Kebijakan Mutu, HSSE dan Anti Penyuapan pada setiap proses pemilihan penyedia barang/jasa dalam tahap Rapat Penjelasan (*pre-bid meeting*) dan Rapat Klarifikasi & Negosiasi.
6. Pengawasan pelaksanaan pekerjaan pengadaan barang dan jasa yang bebas Korupsi, Kolusi dan Nepotisme serta Penyuapan yang dituangkan dalam Pembuatan Berita Acara Pemeriksaan (BAP) dan Berita Acara Serah Terima (BAST) Pekerjaan.
7. Penguatan Sistem Manajemen Anti Penyuapan ISO 37001:2016 dengan melakukan persiapan transisi menuju ISO 37001:2025, di antaranya rencana perluasan ruang lingkup (*extend scope*) Sertifikasi ISO 37001:2025, semula 9 satuan kerja disiapkan untuk bertambah menjadi 18 satuan kerja.
8. Internalisasi prinsip anti penyuapan 4 NO's dan Etika ke dalam program budaya AKHLAK dalam setiap meeting.
9. Mendukung program KPK dan aktif dalam peringatan kegiatan HAKORDIA (Hari Anti Korupsi Sedunia) setiap tahun.

PROGRAMS AND PROCEDURES TO OVERCOME CORRUPTION PRACTICES, KICKBACKS, FRAUD, BRIBERIES, AND/OR GRATIFICATION

Throughout 2025, PGN executed various programs and procedures to ensure there were no corrupt practices, kickbacks, fraud, bribes, or gratifications. The programs and procedures are as follows:

1. Gas Subholding employees are obliged to make a declaration of compliance/commitment to understanding and implementing GCG and COC (Code of Conduct), including a commitment not to accept bribes/gratuities or give bribes (anti-bribery) and not to engage in COI (Conflict of Interest), which is stated through the COMPOLS (Compliance Online Systems) application by PGN employees and GOLS (GCG Online Systems) application by employees of Subsidiaries.
2. Integrity is assessed in the recruitment process for candidates of Gas Subholding Employees, and a fit and proper test in the promotion process for Gas Subholding Employees.
3. Gas Subholding Employees who have been promoted must make an Integrity Pact.
4. An Integrity Pact is required for each Goods and Services Procurement process for prospective Goods and Services vendors and Users/Managers of Goods and Services.
5. Dissemination Videos regarding Quality, HSSE, and Anti-Bribery Policies are displayed during each step of selecting goods/services providers at the Explanation Meeting (pre-bid meeting) and the Clarification & Negotiation Meeting.
6. The supervision of the procurement of goods and services that is free from Corruption, Collusion, Nepotism, and Bribery, is outlined in the Preparation of Examination Report (BAP) and the Official Report of Work Handover (BAST).
7. ISO 37001:2016 Anti-Bribery Management System is enhanced by preparations for the transition to ISO 37001:2025, including through the ISO 37001:2025 Certification scope extension plan, for which 18 work units are being prepared, compared to the initial 9 work units.
8. The 4 NO's anti-bribery principle and Ethics are internalized in the AKHLAK culture program in every meeting.
9. PGN supports the programs of the Corruption Eradication Commission and plays an active role in commemorating World Anti-Corruption Day each year.



PELATIHAN DAN SOSIALISASI ANTIKORUPSI

Setiap tahun, PGN secara rutin telah melakukan kampanye kesadaran anti korupsi, anti penyuapan, pengendalian gratifikasi, *fraud*, melalui *channel* digital berupa *e-mail blasting* kepada seluruh pekerja, dan selama tahun 2025 Program *awareness*/pelatihan/sosialisasi Antikorupsi yang dilaksanakan Perusahaan, antara lain:

1. Pembaharuan pernyataan komitmen Dewan Komisaris dan Direksi penerapan tata kelola perusahaan yang baik etika usaha/kerja, anti korupsi, anti suap serta pengendalian gratifikasi 24 Agustus 2025;
2. Pembekalan SMAP bagi tim internal auditor SMAP 26 Mei 2025;
3. Melakukan Audit Internal SMAP tanggal 2 Juni – 10 Juli 2025;
4. *Sharing session* anti penyuapan/ anti korupsi/gratifikasi ke pekerja anak perusahaan, area, dan vendor.

ANTI-CORRUPTION TRAINING AND OUTREACH PROGRAM

Every year, PGN regularly carries out campaigns to foster awareness on anti-corruption, anti-bribery, gratuity control, and fraud through a digital channel in the form of an email blast to all employees. Throughout 2025, the Company implemented the Anti-Corruption Awareness/Training/ Outreach Program, which covers:

1. Update on the statement of commitment of the Board of Commissioners and the Board of Directors to implementing good corporate governance, business/ work ethics, anti-corruption, anti-bribery, and gratuity control on 24 August 2025;
2. ABMS training for ABMS internal auditor team on 26 May 2025;
3. ABMS Internal Audit conducted on June 2 – July 10, 2025;
4. Sharing session on anti-bribery/anti-corruption/gratuity for subsidiary employees, area employees, and vendors.

PENGENDALIAN GRATIFIKASI
GRATIFICATION CONTROL

PGN memiliki dan menerapkan Pedoman Pengendalian Gratifikasi yang telah ditetapkan BOD dan BOC pada tanggal 31 Desember 2024. Kebijakan tersebut menjadi dasar penerapan pengendalian gratifikasi untuk mendorong pelaksanaan etika usaha dan etika kerja yang bersih sesuai tata kelola perusahaan yang baik,sebagai pencegah benturan kepentingan serta pencegah kecurangan.

Pedoman Pengendalian Gratifikasi secara lengkap dapat dilihat dalam situs web PGN https://pgn.co.id/tata-kelola.

PGN has and implements Gratification Control Guidelines, which have been established by the BOC and BOD on December 31, 2024. These policies serve as the basis of gratification control implementation to encourage the implementation of clean business ethics and work ethics adhering to good corporate governance, as well as to prevent conflicts of interest and fraud.

The complete Gratification Control Guidelines are available on the PGN website at https://pgn.co.id/tata-kelola.

PENGELOLAAN GRATIFIKASI

Pengelolaan gratifikasi di PGN dilaksanakan oleh Tim UPG (Unit Pengendalian Gratifikasi) PGN dibawah Legal Counsel and Compliance (LCC) yang ditetapkan berdasarkan Surat Tugas Nomor 003100.ST/PW.05.02/LGL/2025 tertanggal 31 Januari 2025 dengan masa tugas tim hingga 31 Desember 2025.

Tugas Tim UPG diantaranya menyampaikan laporan rekapitulasi penanganan atas pelaporan penerimaan gratifikasi yang dikelola UPG baik yang dalam penanganan maupun tindak lanjut penetapan kepemilikan dan pemanfaatan gratifikasi kepada KPK secara berkala serta menyampaikan laporan perkembangan dan evaluasi hasil implementasi Program Pengendalian Gratifikasi di lingkungan Perusahaan kepada Direksi.

PGN juga menyediakan saluran pelaporan apabila terdapat penerimaan gratifikasi, yaitu melalui *e-mail* ke tim UPG (pgn.upg@pertamina.com) atau dapat disampaikan langsung melalui website KPK (www.gol.kpk.go.id).

Pelaporan juga dapat dilakukan melalui *Whistleblowing System* PGN (wbs.pgn.co.id) apabila terdapat indikasi adanya Perwira Subholding Gas yang memberikan/menerima hadiah atau gratifikasi kepada/dari *stakeholders* dengan mengatasnamakan pribadi maupun PGN.

GRATIFICATION MANAGEMENT

The PGN Gratification Control Unit (UPG) Team carried out Gratification management at PGN under Legal Counsel and Compliance (LCC), which was appointed based on Assignment Letter Number 003100.ST/PW.05.02/LGL/2025 dated January 31, 2025 with the team's term of office until December 31, 2025.

The UPG Team's duties include submitting a recapitulation report on the handling of reports on the receipt of gratification managed by the UPG, both in the handling and follow-up of determining ownership and use of gratification to the KPK on a regular basis, as well as submitting progress reports and evaluations of the results of the implementation of the Gratification Control Program within the Company to the Board of Directors.

PGN also facilitates a reporting channel for receiving gratification. The reports can be submitted via email to the UPG team (pgn.upg@pertamina.com) or directly through the KPK website (www.gol.kpk.go.id).

Reports can also be made through the PGN Whistleblowing System (wbs.pgn.co.id) if there are indications that Gas Subholding Employees have given/received gifts or gratification to/from stakeholders under their own name or PGN's.



Saluran Pelaporan Gratifikasi PGN:
PGN Gratification Reporting Channel:
pgn.upg@pertamina.com
www.gol.kpk.go.id
wbs.pgn.co.id

ETIKA TERKAIT GRATIFIKASI

Pedoman Perilaku Etika (*Code of Conduct*) PGN juga mengatur mengenai Etika mengenai Menerima dan Memberi Hadiah sebagai berikut:

1. Perwira Subholding Gas tidak menerima hadiah/cendera mata/gratifikasi dalam bentuk apapun yang berhubungan dengan jabatan dan pekerjaannya, kecuali:
   a. Menerima *hospitality* dalam bentuk jamuan makan dalam suatu acara atau *event* tertentu yang berlaku umum dan wajar.
   b. Menerima benda-benda promosi yang mencantumkan logo/nama perusahaan pemberi yang berlaku umum dan bukan dimaksud untuk menyuap.
2. Perwira Subholding Gas dapat memberikan hadiah/cendera mata, donasi/sumbangan dan *entertainment* kepada pihak lain dengan syarat:
   a. Menunjang kepentingan Perusahaan.
   b. Tidak dimaksudkan untuk menyuap.
   c. Telah di rencanakan atau dianggarkan oleh Perusahaan.
   d. Telah mendapatkan otorisasi yang sesuai dan dapat dipertanggungjawabkan dengan jelas. Bukan merupakan pemberian atau janji kepada pihak-pihak yang berhubungan dengan Perseroan yang diketahui atau patut diduga untuk mempengaruhi atau menggerakkan pihak tersebut untuk melakukan atau tidak melakukan sesuatu dalam jabatannya yang bertentangan dengan kewajibannya.

Penjabaran lebih lengkap terkait penerimaan dan pemberian Hadiah dijelaskan dalam Pedoman Pengendalian Gratifikasi.

LAPORAN PENGENDALIAN GRATIFIKASI TAHUN 2025

PGN dengan tegas melarang penerimaan/pemberian gratifikasi, namun sepanjang tahun 2025 terdapat empat laporan gratifikasi yang telah dilaporkan ke KPK dan telah mendapatkan penetapan status oleh KPK.

PENANAMAN BUDAYA ANTI GRATIFIKASI

PGN menanamkan budaya anti gratifikasi kepada seluruh Perwira Subholding Gas melalui berbagai cara, di antaranya:

1. Perwira setiap dua kali dalam setahun wajib membuat deklarasi/komitmen tidak melakukan gratifikasi yang dinyatakan melalui aplikasi COMPOLS (Compliance Online Systems) dan GOLS (GCG Online Systems).

ETHICS RELATED TO GRATIFICATION

PGN's Code of Conduct also regulates the Ethics regarding Receiving and Giving Gifts as follows:

1. Gas Subholding Employees do not accept gifts/souvenirs/gratification in any form related to their position or work, except:
   a. Receiving hospitality in the form of a banquet at a certain event that is generally accepted and reasonable.
   b. Receiving promotional items that include the logo/name of the giving company, which is generally accepted and is not intended to be bribery.
2. Gas Subholding Employees may give gifts/souvenirs, donations, and entertainment to other parties under the following conditions:
   a. Supporting the interests of the Company.
   b. Not intended as a bribery.
   c. Has been planned or budgeted by the Company.
   d. Have obtained the appropriate authorization and can be clearly accounted for. Not a gift or promises to parties related to the Company that are known or reasonably suspected to influence or affect the said party to perform or not perform something in its position, which is contrary to its obligations.

A detailed description of the acceptance and giving of gifts is stipulated in the Gratification Control Guidelines.

GRATIFICATION CONTROL REPORT 2025

The acceptance/giving of gratification is strictly prohibited by PGN. However, throughout 2025 there were four reports of gratifications that were reported to the KPK and have received status determination by the KPK.

ANTI-GRATIFICATION CULTURE

PGN instills an anti-gratification culture among all Gas Subholding Employees through various means, including:

1. Employees are required to make a declaration/commitment twice a year to refrain them from accepting gratifications, through the COMPOLS (Compliance Online Systems) and GOLS (GCG Online Systems) applications.

2. Internalisasi menggunakan media digital E-mail blast, tv totem, internalisasi/sosialisasi dari tim UPG ke Perwira Subholding melalui berbagai tema misalnya: suap, gratifikasi, pemerasan dan uang pelicin merupakan bentuk korupsi yang diatur hukumannya dalam undang-undang, Katakan Tidak untuk Korupsi.
3. Penetapan Surat Edaran Direksi tentang Larangan Penerimaan dan/atau Pemberian Hadiah Terkait Hari Raya Keagamaan Atau Perayaan Hari Besar Lainnya Bagi Direksi, Dewan Komisaris Dan pekerja Di Lingkungan Subholding Gas yang diterbitkan dua kali setahun, sebagai bentuk komitmen Perwira Subholding Gas untuk menolak gratifikasi dalam bentuk apapun.
4. Membacakan nilai tidak gratifikasi dalam 4 NO's di setiap meeting AKHLAK setiap bulan.

2. Internalization using digital media, including email blasts, TV totems, and outreach from the UPG team to Subholding Employees, covers various topics, such as: bribery, gratifications, extortion, and kickbacks are forms of corruption that are punishable by law. Say No to Corruption.
3. The Board of Directors' Circular on the Prohibition of Accepting and/or Giving Gifts Related to Religious Holidays or Other Major Celebrations for Directors, Board of Commissioners, and employees within the Gas Subholding Environment, issued twice a year, demonstrates the Subholding Gas Employees' commitment to rejecting gratifications in any form.
4. The value of not accepting gratifications is read out in the 4 NOs at every monthly AKHLAK meeting.

PENCEGAHAN TRANSAKSI ORANG DALAM
PREVENTION AGAINST INSIDER TRADING

Perwira Subholding Gas memiliki komitmen yang kuat untuk menjaga kerahasiaan informasi Perseroan, khususnya yang berkaitan dengan informasi yang belum dipublikasikan. Setiap Perwira Subholding Gas, dalam pelaksanaan pekerjaannya memiliki akses yang dikategorikan informasi rahasia, dilarang untuk menggunakan atau berbagi informasi tersebut untuk tujuan lain, kecuali untuk kepentingan Perusahaan.

Seluruh informasi tentang Perseroan yang belum dipublikasikan dianggap sebagai informasi rahasia atau sebagai Informasi Orang Dalam. Jika informasi tersebut disalahgunakan, khususnya terkait perdagangan efek, dapat dikategorikan sebagai perdagangan orang dalam (*insider trading*) yang dilarang oleh peraturan perundang-undangan.

Pedoman Perilaku Etika 29 Agustus 2024 telah mengatur mengenai batasan pemanfaatan data dan informasi Perseroan oleh Perwira Subholding Gas sebagai berikut:
1. Menggunakan sistem keamanan data yang lebih memadai;
2. Menghindari penyebarluasan data dan informasi kepada pihak lain yang tidak berkepentingan baik selama bekerja maupun setelah berhenti bekerja;
3. Menyerahkan semua data yang berhubungan dengan Perseroan pada saat berhenti bekerja; dan
4. Menjaga kerahasiaan informasi dan data tentang pelanggan maupun jaringan/infrastruktur Perseroan serta data-data atau informasi lainnya yang dianggap informasi rahasia oleh Perseroan.

Kebijakan *insider trading* PGN secara lengkap dapat dilihat pada situs web Perseroan https://pgn.co.id/tata-kelola.

Gas Subholding Employees are strongly committed to maintaining the confidentiality of Company information, particularly information that has not yet been made public. Each Gas Subholding Employee, in the course of their work, has access to confidential information and is prohibited from using or sharing such information for any purpose other than the Company's best interests.

All unpublished information about the Company is considered confidential or inside information. If such information is misused, particularly in connection with securities trading, it may constitute insider trading, which is prohibited by laws and regulations.

PGN's Code of Conduct, dated August 29, 2024, has regulated the following restrictions on the use of Company data and information by Gas Subholding Employees:
1. Use a more adequate data security system;
2. Avoid disseminating data and information to unauthorized parties, both during and after employment;
3. Submit all data related to the Company upon termination of employment; and
4. Maintain the confidentiality of information and data regarding customers, the Company's network/infrastructure, and other data or information deemed confidential by the Company.

PGN's complete insider trading policy can be found on the Company's website at https://pgn.co.id/tata-kelola.

PENGELOLAAN LAPORAN HARTA KEKAYAAN PENYELENGGARA NEGARA (LHKPN)

MANAGEMENT OF STATE OFFICIALS' WEALTH REPORTS (LHKPN)

KEBIJAKAN PENYAMPAIAN DAN PENGELOLAAN LHKPN

Kebijakan mengenai kepatuhan pelaporan harta kekayaan penyelenggara negara dijalankan PGN dengan mengacu pada Keputusan Direksi Nomor 012800.K/KP.00/HCGS/2017 tanggal 29 September 2017 dan Surat Keputusan Direktur Direksi PT Pertamina (Persero) Nomor Kpts-03/C00000/2021-S0 tentang Kewajiban Penyampaian Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) dan Anak Perusahaan serta Pedoman Perilaku Etika (Code of Conduct) PGN tanggal 29 Agustus 2024 Bab IV Etika Kerja Nomer 4.1.12.

Kebijakan ini mengatur mengenai pejabat di lingkungan PGN yang wajib mengisi dan menyampaikan LHKPN kepada KPK, sanksi bagi wajib lapor yang tidak mengisi, melaporkan dan menyampaikan LHKPN sesuai batas waktu yang telah ditentukan, dan koordinator unit yang bertanggung jawab atas kegiatan pengelolaan LHKPN.

WAJIB LAPOR LHKPN

Berdasarkan Kebijakan Pelaporan Harta Kekayaan, pejabat yang wajib mengisi dan melaporkan LHKPN yaitu:

1. Direksi dan Dewan Komisaris PGN;
2. Pekerja PGN setingkat PRL 13 sampai dengan 24;
3. Pekerja PGN yang diperbantukan di Anak Perusahaan/Afiliasi termasuk yang ditugaskan sebagai Direktur Anak Perusahaan/Afiliasi.

PENGELOLA LHKPN

Pelaksanaan pelaporan LHKPN di PGN dikelola oleh unit Pengelolaan e-LHKPN dengan menunjuk Pejabat Struktural sebagai Koordinator Unit yang bertanggung jawab atas pengelolaan e-LHKPN yang berada pada Human Capital Management Division.

LHKPN SUBMISSION AND MANAGEMENT POLICY

The policy regarding compliance with the reporting of wealth of state officials is implemented by PGN pursuant to the Decree of the Board of Directors Number 012800.K/KP.00/HCGS/2017 dated September 29, 2017, and Decree of the Board of Directors of PT Pertamina (Persero) Number Kpts-03/C00000/2021-S0 on Mandatory Submission of State Officials' Wealth Reports (LHKPN) and Subsidiaries and PGN's Code of Conduct dated August 29, 2024, Chapter IV Work Ethics Number 4.1.12.

This policy regulates officials within PGN who are obliged to fill in and submit LHKPN to the KPK, sanctions for those who do not fill in, report, and submit LHKPN according to the predetermined time limit, and unit coordinators responsible for LHKPN management activities.

MANDATORY LHKPN REPORT

Based on State Official's Wealth Report Policy, officials who are required to complete and report their wealth are:

1. PGN Board of Directors and Board of Commissioners;
2. PGN employees at PRL 13 to 24 levels;
3. PGN employees who are seconded to Subsidiaries/Affiliates including those assigned as Directors of Subsidiaries/Affiliates.

LHKPN MANAGEMENT

The implementation of LHKPN reporting at PGN is managed by the e-LHKPN Management unit by appointing a Structural Official as the Unit Coordinator responsible for e-LHKPN management in the Human Capital Management Division.



Pelaksanaan LHKPN Tahun 2025

LHKPN Implementation in 2025

100%

Kepatuhan Pelaporan LHKPN PGN

PGN LHKPN Reporting Compliance

Pada tahun 2025, terdapat pelaksanaan pendampingan pengisian dan bimbingan teknis terkait LHKPN pada periode 1 Januari - 31 Maret 2025, yang dilakukan oleh Human Capital Management Division. Pelaporan dapat dilakukan melalui aplikasi e-LHKPN pada situs https://elhkpn.kpk.go.id.

Informasi tingkat kepatuhan Pejabat yang wajib mengisi dan melaporkan LHKPN telah ditampilkan pada website Perusahaan bagian e-LHKPN. Hingga Desember 2025, tingkat kepatuhan pelaporan harta kekayaan pejabat PGN sebesar 100%.

In 2025, the Human Capital Management Division held technical guidance and provided assistance for filling in LHKPN in the period of January 1 to March 31, 2025. Reporting can be done through the e-LHKPN application at https://elhkpn.kpk.go.id.

Information on the compliance level of officials required to complete and report the LHKPN is available on the Company's website in the e-LHKPN section. As of December 2025, PGN officials' compliance rate for wealth reporting was 100%.

SISTEM MANAJEMEN RISIKO
RISK MANAGEMENT SYSTEM

PGN memiliki dan menjalankan sistem manajemen risiko yang berpedoman pada Peraturan Menteri Badan Usaha Milik Negara Nomor PER-2/MBU/03/2023 (PER-2) tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara yang telah ditetapkan pada tanggal 3 Maret 2023, terutama pada Bab III Penerapan Manajemen Risiko Badan Usaha Milik Negara.

Berdasarkan peraturan Menteri BUMN di atas, PGN menerapkan sistem manajemen risiko yang bertujuan untuk melindungi dan menciptakan nilai bagi Perusahaan melalui langkah-langkah:
1. Penetapan kebijakan manajemen risiko;
2. Perencanaan, penerapan, pemantauan serta evaluasi pelaksanaan manajemen risiko Perusahaan; dan
3. Proses pelaporan manajemen risiko baik kepada Pertamina selaku Holding Migas maupun Direksi dan Komisaris PGN sebagai manajemen puncak Perusahaan.

PGN has and implements a risk management system that is guided by the Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 (PER-2) on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises which was stipulated on March 3, 2023, particularly in Chapter III Implementation of State-Owned Enterprise Risk Management.

Based on the aforementioned SOEs Minister, PGN implements a risk management system aimed at protecting and creating value for the Company through the following steps:
1. Establishment of risk management policies;
2. Planning, implementation, monitoring, and evaluation of the Company's risk management implementation; and
3. Process of risk management reporting to both Pertamina as the Oil and Gas Holding Company and the PGN Board of Directors and Commissioners as the Company's top management.

ORGAN PENGELOLA RISIKO

Berdasarkan PER-2, PGN dinilai harus memenuhi Organ Pengelola Risiko sesuai pasal 55, maka pada Rapat Pemegang Saham Tahunan 2024 telah ditunjuk Direktur Manajemen Risiko yang membawahi tiga satuan kerja yaitu :
1. Risk Strategy and Integrated Governance;
2. Operational Risk, Internal Control & Business Continuity;
3. Project Risk, Portfolio, and Counterparty Risk

RISK MANAGEMENT ORGAN

Pursuant to PER-2, PGN is deemed to have to fulfill the Risk Management Organ as per Article 55, therefore at the 2024 Annual Shareholders Meeting, Director of Risk Management was appointed overseeing three work units, namely:
1. Risk Strategy and Integrated Governance;
2. Operational Risk, Internal Control & Business Continuity;
3. Project Risk, Portfolio, and Counterparty Risk

PROFIL GROUP HEAD OPERATIONAL RISK, INTERNAL CONTROL & BUSINESS CONTINUITY
Profile of Group Head Operational Risk, Internal Control & Business Continuity

Amanarita - HEAD OPERATIONAL RISK, INTERNAL CONTROL & BUSINESS CONTINUITY | HEAD OPERATIONAL RISK, INTERNAL CONTROL & BUSINESS CONTINUITY

Warga Negara Indonesia, lahir di Palembang pada 17 Maret 1977. Usia 48 tahun per 31 Desember 2025. Domisili di Jakarta.	Indonesian citizen, born in Palembang on March 17, 1977. 48 years old as of December 31, 2025. Domiciled in Jakarta.
Menyelesaikan pendidikan Sarjana Ekonomi di Universitas Padjadjaran dan melanjutkan program Master of Business Administration di Institut Teknologi Bandung.	Graduated from Padjadjaran University with a Bachelor's degree in Economics and continued her Master of Business Administration program at the Bandung Institute of Technology.
Memiliki sertifikasi profesional yaitu Certified Risk Professional (CRP), Business Continuity Management Certified Professional (BCMCP) oleh Badan Nasional Sertifikasi Profesi (BNSP).	Held professional certifications, namely Certified Risk Professional (CRP) and Business Continuity Management Certified Professional (BCMCP) from the National Professional Certification Agency (BNSP).
Beliau mengawali karier di PGN pada tahun 2001. Sepanjang perjalanan kariernya, beliau telah menjabat berbagai posisi, di antaranya bidang Research and Development, Portfolio and Performance Management dan Corporate Finance. Sejak tahun 2024 bergabung di Manajemen Risiko PGN dengan jabatan terakhir menjabat sebagai Group Head Operational Risk, Internal Control and Business Continuity di tahun 2025.	Started her career at PGN in 2001. Throughout her career, She has held various positions, including Research and Development, Portfolio and Performance Management, and Corporate Finance. She joined PGN Risk Management in 2024, with her final position as Group Head of Operational Risk, Internal Control, and Business Continuity in 2025.

PROFIL DIVISION HEAD RISK STRATEGY AND INTEGRATED GOVERNANCE
Profile of Division Head Risk Strategy And Integrated Governance

Rezki Anindhito - HEAD RISK STRATEGY AND INTEGRATED GOVERNANCE | HEAD RISK STRATEGY AND INTEGRATED GOVERNANCE

Warga Negara Indonesia, lahir di Surabaya pada 16 Agustus 1972. Usia 53 tahun per 31 Desember 2025. Domisili di Jakarta.	Indonesian citizen, born in Surabaya on August 16, 1972. 53 years old as of December 31, 2025. Domiciled in Jakarta.
Memiliki latar belakang pendidikan, antara lain Sarjana Teknik Mesin di Universitas Trisakti, Master of Science in Finance di University of Denver, Master of Science in Mineral Economics di Colorado School of Mines, serta Doctor of Philosophy in Economics di Colorado State University.	Graduated from Trisakti University with a Bachelor's degree in Mechanical Engineering, received Master of Science in Finance from the University of Denver, Master of Science in Mineral Economics from the Colorado School of Mines, and Doctorate of Philosophy in Economics from Colorado State University.
Memperoleh sertifikasi profesional yaitu Certified Risk Professional (Manajemen Risiko Utama) oleh Badan Nasional Sertifikasi Profesi (BNSP) dan Certified Risk Management Professional (CRMP) oleh BNSP.	Held professional certifications, namely Certified Risk Professional (Primary Risk Management) from the National Professional Certification Agency (BNSP) and Certified Risk Management Professional from BNSP.
Beliau mengawali karier di PGN pada tahun 1999 di bidang proyek, kemudian melanjutkan karier di fungsi Strategic Planning dan Corporate Finance. Sejak 2018, beliau bertugas di pengelolaan Manajemen Risiko PGN dan saat ini menjabat sebagai Division Head Risk Strategy and Integrated Governance sejak 2024.	Started his career at PGN in 1999 in the project department, then continued his career in Strategic Planning and Corporate Finance. Since 2018, he has been in charge of PGN's Risk Management and has served as Division Head Risk Strategy and Integrated Governance since 2024.

PROFIL DIVISION HEAD PROJECT RISK, PORTFOLIO & COUNTERPARTY RISK
Profile of Division Head Project Risk, Portfolio & Counterparty Risk

Muhamad Rofiq Arrosyid - HEAD PROJECT RISK, PORTFOLIO & COUNTERPARTY RISK | HEAD PROJECT RISK, PORTFOLIO & COUNTERPARTY RISK

Warga Negara Indonesia, lahir di Bandung pada 30 Agustus 1980. Usia 45 tahun per 31 Desember 2025. Domisili di Jakarta	Indonesian citizen, born in Bandung on August 30, 1980. 45 years old as of December 31, 2025. Domiciled in Jakarta.
Menyelesaikan pendidikan Sarjana Sains Matematika di Universitas Padjadjaran dan program Master Practising Accounting dari Monash University	Completed Bachelor of Science in Mathematics at Padjadjaran University and Master of Practising Accounting from Monash University
Meraih sejumlah sertifikasi profesional, di antaranya Certified Risk Professional (Manajemen Risiko Utama) oleh BNSP, Certified Fraud Examiner (CFE) oleh Association of Certified Fraud Examiner (ACFE), Certified Internal Auditor (CIA) oleh Institute of Internal Auditors (IIA), Business Continuity Management Certified Professional (BCMCP) oleh BNSP	Held a number of professional certifications, including Certified Risk Professional (Primary Risk Management) from BNSP, Certified Fraud Examiner (CFE) from the Association of Certified Fraud Examiners (ACFE), Certified Internal Auditor (CIA) from the Institute of Internal Auditors (IIA), Business Continuity Management Certified Professional (BCMCP) from BNSP
Beliau bergabung dengan PGN pada tahun 2021 dan memulai penugasan di Satuan Kerja Audit Internal. Selanjutnya, beliau berkiprah di bidang Manajemen Risiko sejak 2023 dan menjabat sebagai Division Head Project Risk, Portfolio & Counterparty Risk sejak 2024.	Started his career at PGN in 2021 and began his assignment in the Internal Audit Unit. He has been involved in Risk Management since 2023 and has served as Division Head Project Risk, Portfolio & Counterparty Risk since 2024.

TUGAS DAN TANGGUNG JAWAB MANAJEMEN RISIKO

Tugas dan tanggung jawab Manajemen Risiko secara direktorat mengalami pengembangan pada tahun 2025, yang ditetapkan dalam Keputusan Direksi PGN Nomor 002700.K/OT/MRK/2025 tentang Tata Kerja Direktorat Manajemen Risiko tanggal 21 Maret 2025 antara lain:

1. Mengelola penyusunan *Risk Strategy*, *Risk Policy and Procedure* Subholding Gas *Group*, mencakup perencanaan dan pengembangan strategi pengelolaan risiko yang tepat, pembuatan kebijakan serta prosedur yang jelas dan terstruktur dalam pengelolaan risiko;
2. Mengelola *level* maturitas implementasi manajemen risiko termasuk *assessment* maturitas di Subholding Gas *Group*, untuk mengevaluasi sejauh mana manajemen risiko telah diterapkan dan bagaimana peningkatannya ke depannya dapat dilakukan untuk mencapai tingkat kematangan yang optimal;
3. Mengelola program budaya sadar risiko Subholding Gas Group yang berfokus pada pengembangan dan penerapan program-program yang dapat mendorong kepedulian terhadap pentingnya pengelolaan risiko dan menerapkan dalam setiap tindakan operasional yang mereka lakukan;
4. Mengelola penyusunan kajian risiko, mencakup identifikasi, analisis, dan evaluasi risiko, dalam dokumen Rencana Jangka Panjang Perusahaan (RJPP) dan Revisi RJPP, serta menyusun dan mengevaluasi *Stress Testing* dengan tujuan mengidentifikasi, mengevaluasi, dan mengukur potensi dampak skenario ekstrem terhadap bisnis perusahaan, serta mengembangkan strategi mitigasi risiko;
5. Mengelola Sistem Informasi Manajemen Risiko dan *database* Manajemen Risiko untuk mendukung implementasi pengelolaan risiko secara terpadu di Subholding Gas Group;
6. Mengelola risk management terkait *revenue and performance* perusahaan (*top risk* korporat untuk *ongoing business*);
7. Melakukan pengelolaan resiliensi bisnis melalui program pengembangan SMKB Perusahaan, termasuk *Contingency Plan*;
8. Melakukan evaluasi *loss event* pada *ongoing business* dan monitoring-nya, mencakup analisis dan evaluasi kerugian atau peristiwa yang berdampak negatif pada operasional bisnis dan proyek, serta melakukan pemantauan berkelanjutan untuk mengidentifikasi potensi risiko;

DUTIES AND RESPONSIBILITIES OF RISK MANAGEMENT

The duties and responsibilities of Risk Management as a directorate underwent development in 2025, stipulated in PGN Board of Directors Decree Number. 002700.K/OT/MRK/2025 on the Work Procedures of the Risk Management Directorate dated March 21, 2025, including:

1. Managing the development of the Gas Subholding Group's Risk Strategy, Risk Policy, and Procedures, including planning and developing an appropriate risk management strategy, creating clear and structured policies and procedures for risk management;
2. Managing the maturity level of risk management implementation, including a maturity assessment within the Gas Subholding Group, to evaluate the extent to which risk management has been implemented and how it can be improved to achieve an optimal level of maturity;
3. Managing the Gas Subholding Group's risk awareness culture program, which focuses on developing and implementing programs that foster awareness of the importance of risk management and its application in every operational activity;
4. Managing the preparation of risk assessments, including risk identification, analysis, and evaluation, within the Company's Long-Term Plan (RJPP) and RJPP Revisions, as well as developing and evaluating stress testing to identify, evaluate, and measure the potential impact of extreme scenarios on the company's business and develop risk mitigation strategies;
5. Managing the Risk Management Information System and Risk Management database to support the implementation of integrated risk management within the Gas Subholding Group;
6. Managing risk management related to the company's revenue and performance (top corporate risks for ongoing business);
7. Managing business resilience through the Company's BCMS development program, including a Contingency Plan;
8. Evaluating and monitoring loss events in ongoing business, including analyzing and evaluating losses or events that negatively impact business and project operations, and conducting ongoing monitoring to identify potential risks;

9. Mengelola *Operational Risk Early Warning System* dan monitoring-nya, melibatkan pengembangan dan penerapan sistem peringatan dini yang dapat mendeteksi tanda-tanda awal dari potensi risiko operasional dan *project*;
10. Mengelola IT *Risk Management* (*Cyber Security* Digitalisasi) termasuk UU Perlindungan Data Pribadi (PDP), serta mengelola risiko terkait *Asset Integrity*, mencakup pengelolaan risiko yang berkaitan dengan integritas dan reliabilitas aset-aset perusahaan;
11. Mengelola *Risk Control Self Assessment related to Operational Risk*, mencakup penyusunan dan pelaksanaan evaluasi mandiri terhadap kontrol risiko yang ada di berbagai fungsi operasional perusahaan;
12. Mengelola risiko utama keproyekan (*top risk project*) Subholding Gas Group, baik investasi organik maupun anorganik, serta memastikan bahwa manajemen risiko proyek selaras dengan strategi Perusahaan melalui kegiatan perumusan profil risiko utama keproyekan dan monitoring risiko keproyekan Subholding Gas Group, termasuk *Asset Under Construction* (AUC) dan potensi asset impairment dalam ruang lingkup keproyekan Subholding Gas Group;
13. Melakukan *review* aspek risiko terhadap kegiatan *due diligence* atau *Know Your Counterparty* (KYC) untuk mengelola *counterparty risk* serta melakukan review dan monitoring aspek risiko terhadap kesepakatan atau perikatan yang bersifat strategis yang dilakukan oleh Perusahaan dalam rangka pengelolaan *contractual risk* di lingkungan Subholding Gas Group;
14. Pengelolaan risiko dalam implementasi ESG yang terkait dengan aspek lingkungan (*Environmental*), sosial (*Social*), dan tata kelola perusahaan (*Governance*) dalam ruang lingkup keproyekan, dan melakukan pengelolaan *Emerging Risk* di lingkungan Subholding Gas Group; dan
15. Melakukan supervisi dan *advisory* terkait implementasi manajemen risiko proyek/investasi dan *counterparty/ contractual.*

TUGAS DAN FUNGSI RISK MANAGEMENT CHAMPIONS TEAM

Pemilik risiko (*risk owner*) dapat dibantu Risk Management Champions Team (RCT) dalam melaksanakan proses manajemen risiko untuk masing-masing satuan kerja di PGN maupun anak perusahaan/afiliasi PGN. RCT ditunjuk berdasarkan Keputusan Direksi PGN Nomor 017701.K/ PR.06.01/ FIN/2024 tanggal 30 April 2024.

9. Managing and monitoring the Operational Risk Early Warning System, involving the development and implementation of an early warning system that can detect early signs of potential operational and project risks;
10. Managing IT Risk Management (Cyber Security Digitalization), including compliance with the Personal Data Protection (PDP) Law, and managing risks related to Asset Integrity, including managing risks related to the integrity and reliability of company assets;
11. Managing Risk Control Self-Assessments related to Operational Risk, including the preparation and implementation of self-evaluations of existing risk controls across various company operational functions;
12. Managing the Gas Subholding Group's top project risks, both organic and inorganic investments, and ensuring that project risk management aligns with the Company's strategy by formulating key project risk profiles and monitoring Gas Subholding Group project risks, including Assets Under Construction (AUC) and potential asset impairment within the Gas Subholding Group's projects;
13. Reviewing risk aspects of due diligence or Know Your Counterparty (KYC) activities to manage counterparty risk, as well as reviewing and monitoring risk aspects of strategic agreements or engagements undertaken by the Company to manage contractual risk within the Gas Subholding Group;
14. Managing ESG risk implementation related to environmental, social, and corporate governance aspects within the project scope, and managing Emerging Risk within the Gas Subholding Group; and
15. Supervising and providing advisory services regarding the implementation of project/investment and counterparty/ contractual risk management.

RISK MANAGEMENT CHAMPIONS TEAM DUTIES AND FUNCTIONS

Risk owners may be assisted by the Risk Management Champions Team (RCT) in implementing the risk management process for each work unit within PGN and its subsidiaries/affiliates. The RCT was appointed based on PGN Board of Directors Decree Number 017701.K/PR.06.01/ FIN/2024 dated April 30, 2024.

Tugas RCT antara lain :

1. Menjalankan fungsi manajemen risiko dengan cara melakukan koordinasi dan memfasilitasi proses manajemen risiko (penentuan konteks, kriteria, identifikasi risiko, analisis risiko, evaluasi risiko, penanganan risiko, monitoring, kaji ulang, konsultasi, dokumentasi, melaporkan serta komunikasi) yang dilakukan oleh pemilik risiko (*risk owner*);
2. Melakukan pemantauan atas besaran biaya pengendalian risiko (*cost of risk*) yang dibutuhkan oleh Satuan Kerja di PGN atau Anak Perusahaan/Afiliasi PGN dan menetapkan metode untuk pengukuran efisiensi dan efektivitas biaya pengendalian risiko tersebut dibandingkan dengan hasil yang telah dicapai;
3. Dengan persetujuan dari pemilik risiko (*risk owner*), melaporkan pelaksanaan pengelolaan Manajemen Risiko pada Satuan Kerja di PGN atau Anak Perusahaan/Afiliasi PGN dengan memanfaatkan aplikasi sistem informasi sesuai ketentuan yang ditetapkan oleh fungsi Risk Management selaku Satuan Kerja Manajemen Risiko (SKMR) dan melaporkannya secara periodik maupun sewaktu-waktu jika diperlukan oleh SKMR;
4. Melaporkan pemantauan pelaksanaan penanganan risiko pada Satuan Kerja PGN atau Anak Perusahaan/Afiliasi PGN secara berkala. Untuk pemantauan pelaksanaan penanganan risiko dengan kategori '*Low*', '*Low* to *Moderate*', '*Moderate*', dan '*Moderate to High*' dilakukan *monitoring* melalui laporan triwulanan, untuk kategori '*High*' *monitoring* dilakukan minimal sekali dalam setiap bulannya atau jangka waktu yang ditetapkan oleh Manajemen PGN maupun SKMR, dan untuk pemantauan pelaksanaan penanganan risiko dengan kategori *Top Risk* diatur dalam ketentuan terpisah; dan
5. Sebagai implementator BCMS yang memiliki tugas, tanggung jawab dan kapabilitas dalam penyusunan, evaluasi dan pembaruan dokumen (kertas kerja) dan dokumen pendukung lainnya dalam implementasi dan pengelolaan Business Continuity Management System (BCMS) berdasarkan ISO 22301:2019.

The duties of RCT are as follows:

1. Carry out risk management functions by coordinating and facilitating the risk management process (determining the context, criteria, risk identification, risk analysis, risk evaluation, risk handling, monitoring, review, consultation, documentation, reporting, and communication) conducted by the risk owner.
2. Monitor the cost of risk required by Work Units at PGN or PGN's Subsidiaries/Affiliates and establish methods for measuring the efficiency and effectiveness of these risk control costs compared to the results achieved.
3. With the approval of the risk owner, report on the implementation of Risk Management within Work Units at PGN or PGN's Subsidiaries/Affiliates using information system applications in accordance with the provisions established by the Risk Management function as the Risk Management Work Unit (SKMR), and report periodically or at any time as required by the SKMR.
4. Report on the monitoring of risk handling implementation within Work Units at PGN or PGN's Subsidiaries/Affiliates on a regular basis. Monitoring of the implementation of risk management in the "Low," "Low to Moderate," "Moderate," and "Moderate to High" categories is carried out through quarterly reports. For the "High" category, monitoring is conducted at least once a month or at a timeframe determined by PGN Management or the SKMR. Monitoring of the implementation of risk management in the "Top Risk" category is regulated in separate provisions; and
5. As a BCMS implementer with duties, responsibilities, and capabilities in preparing, evaluating, and updating documents (working papers) and other supporting documents for the implementation and management of the Business Continuity Management System (BCMS) based on ISO 22301:2019.

IMPLEMENTASI FRAMEWORK ISO 31000:2018

PGN secara berkelanjutan memperkuat penerapan kerangka manajemen risiko berbasis ISO 31000:2018 melalui penyempurnaan kebijakan, prosedur, metodologi, serta sistem pelaporan manajemen risiko agar tetap relevan dengan dinamika bisnis, transformasi digital, dan tantangan industri energi.

Penerapan ini tidak hanya mengacu pada praktik terbaik di lingkungan BUMN, namun juga mengadopsi *benchmark* praktik unggul lintas industri untuk memastikan pengelolaan risiko yang adaptif, terintegrasi, dan berorientasi pada penciptaan nilai.

ISO 31000:2018 digunakan sebagai kerangka acuan utama yang bersifat universal dan fleksibel, sehingga dapat diterapkan pada seluruh proses bisnis dan pengambilan keputusan Perusahaan. Kerangka ini tidak bertujuan menyeragamkan praktik manajemen risiko, melainkan menyediakan prinsip, kerangka kerja, dan proses yang mendukung pencapaian sasaran strategis serta peningkatan kinerja.

Sejalan dengan hal tersebut, pada tahun 2025 Perusahaan menjadikan ISO 31000:2018 sebagai landasan dalam implementasi manajemen risiko di seluruh satuan kerja PGN dan Anak Perusahaan/Afiliasi, termasuk dalam pengelolaan risiko strategis, operasional, proyek dan investasi, teknologi informasi, serta *emerging risk*, guna mendukung pencapaian target kinerja dan keberlanjutan Subholding Gas Group.

IMPLEMENTATION OF ISO 31000:2018 FRAMEWORK

PGN is continuously strengthening the implementation of its ISO 31000:2018-based risk management framework by refining its policies, procedures, methodologies, and risk management reporting systems to stay relevant to business dynamics, digital transformation, and the challenges of the energy industry.

This implementation not only adheres to best practices within state-owned enterprises but also adopts cross-industry benchmarks, ensuring adaptive, integrated, and value-creating risk management.

ISO 31000:2018 serves as the primary reference framework, which is universal and flexible in nature, allowing it to be applied to all of the Company's business processes and decision-making processes. This framework does not aim to standardize risk management practices, but rather provides principles, frameworks, and processes that support the achievement of strategic objectives and performance improvement.

Aligned with this, by 2025, the Company made ISO 31000:2018 as the foundation for implementing risk management across all PGN work units and Subsidiaries/Affiliates, including in the management of strategic, operational, project and investment risks, information technology, and emerging risks, supporting the achievement of Gas Subholding Group performance and sustainability targets.

PENGEMBANGAN SISTEM INFORMASI MANAJEMEN RISIKO

Selama beberapa tahun terakhir, Sistem Manajemen Risiko PGN telah mengalami berbagai pengembangan sebagai berikut:

DEVELOPMENT OF RISK MANAGEMENT INFORMATION SYSTEM

Over the past few years, PGN's Risk Management System has undergone various developments, as follows:

2019

Perusahaan telah menerapkan Sistem Informasi Manajemen Risiko (SIMR) yang digunakan dalam rangka registrasi risiko, monitoring pemantauan risiko dan penyusunan profil risiko secara *online* dan *real-time.*

The Company applied a Risk Management Information System (SIMR) for online, real-time risk registration, monitoring, and risk profiling.

2020-2022

PGN mengembangkan serta menyempurnakan SIMR baik untuk *'Ongoing Business Risk'* maupun *'Project Risk',* dengan tetap mengutamakan kemudahan penggunaan aplikasi SIMR oleh RCT maupun pemantauan *dashboard* SIMR oleh manajemen PGN. Peningkatan implementasi dan utilisasi SIMR untuk seluruh RCT baik dalam lingkup satuan kerja di PGN maupun anak perusahaan/afiliasi PGN juga didukung dengan ditetapkannya Dokumen Acuan Kerja (DAK) berupa Instruksi Kerja.

PGN developed and refined the SIMR for both Ongoing Business Risk and Project Risk, while prioritizing ease of use of the SIMR application by RCTs and monitoring of the SIMR dashboard by PGN management. The increased implementation and utilization of SIMR for all RCTs, both within PGN's work units and subsidiaries/affiliates, is also sustained by the establishment of a Work Reference Document (DAK) in the form of a Work Instruction.

2023-2024

Pertamina selaku Holding Migas memberikan arahan strategis inisiatif untuk mengimplementasikan sistem informasi manajemen risiko terintegrasi yaitu Enterprise Risk Management Systems versi 2.0 (ERMS 2.0) baik untuk risiko yang dimiliki oleh satuan kerja di PGN maupun anak perusahaan/afiliasi PGN. Sehingga pada tahun 2023 pelaporan manajemen risiko PGN dan Pertamina telah terintegrasi dengan sempurna dan efektif dalam satu tahun anggaran.

Pada tahun 2023, fungsi Risk Management PGN juga mengembangkan Sistem Database Manajemen Risiko (DAMARA), sebagai salah satu inovasi yang ditujukan untuk mengelola digitalisasi surat, dokumen kajian risiko dan dokumen pendukung lainnya dalam memastikan kemudahan pencarian arsip yang diperlukan oleh Manajemen Puncak.

Pertamina, as the Oil and Gas Holding Company, provided strategic direction for the initiative to implement an integrated risk management information system, Enterprise Risk Management Systems version 2.0 (ERMS 2.0), for risks across PGN's work units and subsidiaries/affiliates. This ensures that PGN and Pertamina's risk management reporting will be fully and effectively integrated within a single fiscal year in 2023.

In 2023, PGN's Risk Management function also developed the Risk Management Database System (DAMARA), an innovation aimed at digitizing letters, risk assessment documents, and other supporting documents to ensure easy retrieval of archives required by Top Management.

2025

Perusahaan telah menggunakan sistem informasi risiko terintegrasi ERMS 2.1 yang telah diimplementasikan sampai dengan lingkup Anak Perusahaan/Afiliasi PGN dengan pengembangan modul Manajemen Risiko dan BCMS.

Pada tahun 2025 juga dikembangkan aplikasi Optimus Prime, yang digunakan sebagai inovasi digital untuk mengoptimalkan efektivitas dan efisiensi Implementasi *Project Risk Management* di lingkungan Subholding Gas.

The Company has implemented the ERMS 2.1 integrated risk information system, which has been implemented across PGN's subsidiaries/affiliates, with the development of Risk Management and BCMS modules.

In 2025, the Optimus Prime application was also developed, a digital innovation to optimize the effectiveness and efficiency of Project Risk Management implementation within the Gas Subholding.



Evaluasi atas Sistem Manajemen Risiko
Evaluation of the Risk Management System

3,6 dari Skala / on a scale of **5** "Fase Praktik yang Baik (+)" / "Good Practice Phase (+)"

Skor Risk Maturity Assessment (RMA) PGN
PGN Risk Maturity Assessment (RMA) score

PGN sebagai Subholding Gas telah menerapkan penilaian maturitas pengelolaan manajemen risiko. Pada tahun 2025, Perusahaan melakukan pengukuran *Risk Maturity Assessment* (RMA) menggunakan metode pengukuran berdasarkan ketentuan dan tata pelaksanaan dalam SK-8/DKU.MBU/12/2023 tentang Petunjuk Teknis Penilaian Indeks Kematangan Risiko (*Risk Maturity Index*) di Lingkungan Badan Usaha Milik Negara, setelah sebelumnya menggunakan metodologi yang ditetapkan dalam 'Pertamina Risk Maturity Self-Assessment' (PRISMA).

Pelaksanaan RMA dilakukan atas dua aspek, yaitu aspek dimensi dan aspek kinerja.

1. Pada aspek dimensi, parameter yang diukur mengadopsi tiga pilar ISO 31000:2018, yaitu *Principles, Framework* dan *Process*. Adopsi ini dijabarkan menjadi lima poin penilaian, yaitu budaya dan kapabilitas risiko, organisasi & tata kelola risiko, kerangka risiko & kepatuhan, proses kontrol risiko, dan model, data & teknologi risiko, yang dilaksanakan dengan pendekatan pengumpulan bukti dokumen, survei, dan wawancara yang mewakili semua organ risiko seperti *Risk Owner*, unit kerja manajemen risiko, unit satuan pengendali internal, unit kerja kepatuhan, Direksi dan Komisaris.

2. Pada aspek kinerja, parameter yang diukur adalah berdasarkan tingkat kesehatan Perusahaan (rating Perusahaan) serta peringkat komposit risiko. Hasil penilaian akhir RMA adalah memperhitungkan skor dari parameter aspek dimensi dan aspek kinerja.

Skor penilaian dan pengukuran RMA PGN sebesar 3,6 dari skala 5, menunjukkan Perusahaan berada pada Fase Praktik yang Baik (+). Selanjutnya, pada tahun 2025 PGN terus melakukan monitoring dan perbaikan atas peluang perbaikan (OFI) yang telah dipetakan dalam laporan pelaksanaan RMA sebelumnya. Hal ini bertujuan untuk meningkatkan capaian *Risk Maturity Index* (RMI) agar lebih optimal pada pelaksanaan evaluasi maturitas risiko berikutnya.

PGN, as a Gas Subholding, has implemented a risk management maturity assessment. In 2025, the Company conducted a Risk Maturity Assessment (RMA) using a measurement method based on the provisions and implementation procedures in SK-8/DKU.MBU/12/2023 on Technical Instructions for Risk Maturity Index Assessment within State-Owned Enterprises, after previously using the methodology stipulated in the 'Pertamina Risk Maturity Self-Assessment', known as PRISMA.

The RMA is implemented across two aspects, namely dimensions and performance.

1. In the dimensions aspect, the parameters measured adopt the three pillars of ISO 31000:2018: Principles, Framework, and Process. This adoption is broken down into five assessment points: risk culture and capabilities, risk organization & governance, risk & compliance framework, risk control processes, and risk models, data & technology. This is performed using documentary evidence collection, surveys, and interviews with representatives from all risk organs, including the Risk Owner, risk management work unit, internal control unit, compliance work unit, Board of Directors, and Board of Commissioners.
2. In the performance aspect, the parameters measured are based on the Company's health level (Company rating) and the composite risk rating. The final RMA assessment results consider the scores from the parameter of dimension and performance aspects.

PGN's RMA assessment and measurement score is 3.6 on a scale of 5, indicating the Company is in the Good Practices (+) Phase. Furthermore, in 2025, PGN continued to monitor and improve the opportunities for improvement (OFI) mapped in the previous RMA implementation report. This aims to improve the Risk Maturity Index (RMI) achievement for optimal performance in subsequent risk maturity evaluations.

ROADMAP PENGELOLAAN MANAJEMEN RISIKO

Roadmap RMI 2025–2030 menggambarkan perjalanan peningkatan kematangan manajemen risiko secara bertahap. Penerapan *roadmap* ini memastikan kesiapan organisasi untuk mengelola risiko secara proaktif, konsisten, dan selaras dengan praktik terbaik serta tuntutan regulator.

RISK MANAGEMENT ROADMAP

The RMI Roadmap 2025–2030 outlines the gradual journey of increasing risk management maturity. The implementation of this roadmap ensures the organization's readiness to manage risks proactively, consistently, and remain aligned with best practices and regulatory requirements.

2030

Perusahaan ditargetkan mencapai tingkat kematangan manajemen risiko yang penuh, ditandai dengan sistem risiko yang terintegrasi sepenuhnya, proses penilaian dan audit yang berkelanjutan, serta kemampuan deteksi dini risiko yang semakin matang melalui EWS.

The Company is targeted to achieve full risk management maturity, characterized by a fully integrated risk system, continuous assessment and audit processes, and increasingly mature early risk detection capabilities through EWS.

2029

Roadmap memperkuat konsolidasi tata kelola risiko melalui pembaruan kapasitas risiko, evaluasi *treatment* risiko, serta optimalisasi sistem informasi risiko yang terintegrasi.

The roadmap reinforces the consolidation of risk governance through updates to risk capacity, evaluation of risk treatment, and optimization of integrated risk information systems.

2028

Fokus diarahkan pada validasi independen model risiko, konsistensi review kebijakan, serta penyempurnaan Early Warning System (EWS).

The focus is directed toward independent validation of risk models, consistency in policy reviews, and refinement of the Early Warning System (EWS).

2027

Perusahaan memperdalam analisis risiko melalui evaluasi terhadap rencana mitigasi, pengembangan model kuantifikasi risiko, serta peningkatan integrasi data risiko untuk mendukung kecepatan pelaporan.

The Company deepens risk analysis through evaluation of mitigation plans, development of risk quantification models, and enhancement of risk data integration to support faster reporting.

2026

Melanjutkan penguatan tersebut dengan penekanan pada konsistensi survei, forum manajemen risiko, audit internal, serta mulai memperluas integrasi sistem informasi manajemen risiko dan penetapan metodologi limit risiko serta KRI.

This strengthening continues with an emphasis on survey consistency, risk management forums, internal audits, and the expansion of risk management information system integration, along with the establishment of risk limit methodologies and Key Risk Indicators (KRI).

2025

Fokus utama adalah penguatan fondasi budaya risiko melalui penetapan tanggung jawab manajemen, pelaksanaan survei budaya risiko, serta pengembangan program pelatihan, sertifikasi, dan verifikasi RMI tahunan.

The primary focus is strengthening the foundation of risk culture through the establishment of clear management responsibilities, implementation of risk culture surveys, and development of annual RMI training, certification, and verification programs.

SERTIFIKASI PERSONEL

Penyusunan dan pengawasan profil risiko memerlukan adanya sumber daya manusia yang memahami proses pengelolaan risiko mulai tahap identifikasi hingga penanganan risiko secara optimal. Selain itu, PER-2 BUMN juga mendorong persyaratan untuk organ pengelola risiko agar memenuhi sertifikasi yang sesuai dengan pengelolaan risiko. Hingga akhir tahun 2025, PGN telah memiliki beberapa personel yang memiliki sertifikasi manajemen risiko, antara lain:

PERSONNEL CERTIFICATION

The preparation and oversight of risk profiles requires human resources who understand the risk management process, from identification to optimal risk management. Furthermore, PER-2 SOEs also requires risk management bodies to meet certification requirements appropriate to risk management. By the end of 2025, PGN has several personnel who hold risk management certifications, including:

Nama Name	**Jabatan** Position	**Sertifikasi** Certification			
		Certified Risk Professional oleh BNSP	**Business Continuity Management Certified Professional oleh BNSP**	**Certified Risk Management Professional oleh BNSP**	**Certified GRC Professional oleh BNSP**
Amanarita	Group Head, Operational Risk, Internal Control and Business Continuity	✓	✓	-	-
Rezki Anindhito	Division Head, Risk Strategy and Integrated Governance	✓	-	✓	-
M. Rofiq Arrosyid	Division Head, Project Risk, Portfolio and Counterparty Risk	✓	✓	-	-
Asti Purwandari	Division Head, Operational Risk, Consolidation and Monitoring	✓	-	-	✓
Hendra Halim	Sr. Expert III, Internal Control & Business Continuity	✓	✓	-	-
Insan Kamil	Sr. Expert II, Internal Control & Business Continuity	✓	-	-	-
Puji Arman	Sr. Expert I,Operational Risk Corporate	✓	✓	✓	-
Arif Budhianto	Sr. Expert I, Internal Control & Business Continuity	✓	✓	-	-
Kevin Jeremia Situmeang	Analyst I, Internal Control & Business Continuity	✓	✓	✓	-
Masaji Suryo Jatmiko	Assistant, Operational Risk Subsidiary	✓	✓	-	-
Taryaka	Sr Expert III, Risk Policy Planning and Infrastructure	✓	-	-	-
Ichsan Priambodo	Sr. Expert III, Integrated Governance	✓	-	-	-
Diana Yulianty	Sr. Expert II, Integrated Governance	✓	✓	-	-
Arif Afrizal	Sr. Expert II, Risk Policy Planning and Infrastructure	✓	-	-	-
Markus Aditya	Sr. Analyst I, Risk Policy Planning and Infrastructure	✓	-	-	-
Elise	Principal Expert I, Project Risk	✓	-	✓	-
Leli Mulyani	Sr. Expert II, Risk Management Implementation	✓	✓	-	-
Abdur Rasyid	Sr. Expert I, Project Risk	✓	-	-	-
Bima Satria Agung	Sr. Analyst II, Project Risk	✓	✓	-	-
Muhammad Rizki Putranda	Analyst I, Project Risk	✓	✓	-	-

STRATEGI RISIKO PERUSAHAAN

Kebijakan Selera Risiko

Dalam rangka melindungi dan menciptakan nilai Perusahaan guna mencapai pertumbuhan perusahaan, PGN menerapkan selera risiko (*risk appetite statement*) sebagai berikut:

1. Perusahaan memiliki *zero appetite* terhadap aktivitas yang melanggar kepatuhan/compliance (fraud) serta berkomitmen untuk mencegah perilaku tersebut.
2. Perusahaan mengambil *risk appetite* normal dalam menetapkan Batas Toleransi Risiko (*risk tolerance*) yang dapat diterima setelah melakukan tindakan penanganan risiko (*risk treatment*) sebagai perwujudan medium appetite terhadap *risk capacity* Perusahaan.
3. Perusahaan memiliki *high appetite* terhadap aktivitas investasi dengan tetap memperhatikan prinsip *Good Corporate Governance*.
4. Perusahaan memiliki *zero appetite* terhadap pemenuhan *financial covenant*.
5. Perusahaan memiliki *medium appetite* terhadap aspek likuiditas Perusahaan.
6. Perusahaan memiliki preferensi *zero appetite* terhadap jumlah insiden yang terhitung sebagai NoA.
7. Perusahaan memiliki preferensi *low appetite* terhadap paparan fluktuasi pasar.
8. Perusahaan memiliki preferensi *low appetite* terhadap risiko reputasi, dengan menjaga *Corporate Index* agar tercipta kepercayaan publik terhadap Perusahaan.
9. Perusahaan memiliki preferensi *low appetite* terhadap tingkat nilai ESG, sehingga program ESG dapat memberikan manfaat bagi masyarakat dan lingkungan.

Kebijakan Ambang Batas Risiko

Kebijakan ambang batas risiko menggambarkan tingkat risiko yang dapat diterima/ditoleransi oleh perusahaan yang terdiri dari *risk capacity* yang merupakan kemampuan finansial perusahaan dalam menghadapi eksposur risiko, *risk tolerance* yang merupakan nilai ambang batas risiko yang dapat diterima oleh perusahaan untuk pengelolaan risiko agar tetap dalam *risk appetite*, dan *risk limit* yang merupakan nilai batas risiko yang dimiliki perusahaan untuk mengelola risiko yang mungkin terjadi berdasarkan aktivitas yang direncanakan dalam mencapai target perusahaan.

PENGELOLAAN RISIKO-RISIKO YANG DIHADAPI PERUSAHAAN

Sepanjang tahun 2025, PGN sebagai Subholding Gas mengelola risiko korporat terintegrasi yang meliputi risiko dari masing-masing satuan kerja di PGN, maupun risiko yang berasal dari anak perusahaan/afiliasi PGN.

RISK STRATEGY IN THE COMPANY

Risk Appetite Policy

In a bid to protect and create Corporate value to achieve company growth, PGN applies the following risk appetite statement:

1. The Company has a zero appetite for activities that violate compliance (fraud) and is committed to preventing such behavior.
2. The Company adopts a normal risk appetite in determining the acceptable Risk Tolerance Limit after carrying out risk treatment measures as a manifestation of the medium appetite for the Company's risk capacity.
3. The Company has a high appetite for investment activities while taking into account the principles of Good Corporate Governance.
4. The Company has a zero appetite for fulfilling financial covenants.
5. The Company has a medium appetite for the Company's liquidity aspect.
6. The Company has a zero appetite preference for the number of incidents that count as NoA.
7. The Company has a low appetite preference for exposure to market fluctuations.
8. The Company has a low appetite preference for reputational risk, by maintaining the Corporate Index to create public confidence in the Company.
9. The Company has a low appetite preference for ESG value levels, ensuring that ESG programs can provide benefits to society and the environment.

Risk Threshold Policy

The risk threshold policy describes the level of risk that a company can accept/tolerate. It consists of risk capacity, which is the Company's financial ability to face risk exposure; risk tolerance, which is the risk threshold value that the Company can accept for risk management to remain within its risk appetite; and risk limit, which is the risk limit value the Company has in place to manage potential risks based on planned activities to meet Company targets.

MANAGING RISKS FACED BY THE COMPANY

Throughout 2025, PGN, as a Gas Subholding, managed integrated corporate risks, encompassing risks from each of PGN's work units, as well as risks from PGN's subsidiaries/affiliates.

Pelaporan dan monitoring pengelolaan risiko korporat disampaikan kepada Pertamina dan Manajemen Puncak PGN dalam bentuk 'Top Risk Subholding Gas 2025' dengan periode monitoring yang dilakukan dalam jangka waktu 1 kali dalam sebulan secara berkesinambungan.

Proses penetapan *top risk* tersebut dilakukan menggunakan mekanisme identifikasi dan analisis dua arah yaitu *top-down* dan *bottom-up*, atas *all-risk* yang telah diregistrasi oleh pemilik risiko (*risk owner*).

All-risk tersebut selanjutnya dilakukan seleksi kandidat *top risk* dengan menggunakan skema *funneling process* meliputi *threshold*, *self-asessment*, *sorting*, *scoring* dan *clustering*, yang selanjutnya kandidat *top risk* akan disahkan oleh Direksi dan Dewan Komisaris Subholding Gas sebagai *Top Risk* Subholding Gas 2025 dalam buku RKAP 2025.

Penjabaran *Top Risk* Korporat Subholding Gas 2025 untuk kategori '*Ongoing Business*' untuk risiko yang bersifat kuantitatif maupun kualitatif adalah sebagai berikut:

Reporting and monitoring of corporate risk management were submitted to Pertamina and PGN's Top Management in the form of a 'Top Risk Gas Subholding 2025' report, with a monitoring period conducted once a month on an ongoing basis.

The process of determining top risks is carried out using a two-way identification and analysis mechanism, namely top-down and bottom-up, for all risks registered by the risk owners.

These all-risks are then selected as top risk candidates using a funneling process, including thresholds, self-assessment, sorting, scoring, and clustering. The top risk candidates are then approved by the Board of Directors and Board of Commissioners of Gas Subholding as Top Risks for Gas Subholding 2025 in the 2025 Work Plan and Budget (RKAP).

The description of the 2025 Gas Subholding Corporate Top Risk for the 'Ongoing Business' category, including both quantitative and qualitative risks, is as follows:

Jenis Risiko Risk Type	**Risk Event (Kejadian Risiko)** Risk Event	**Mitigasi** Mitigation
Kuantitatif Quantitative	Risiko sengketa hukum dan penyesuaian kebijakan Risk of legal disputes and policy adjustments	• Mengajukan tindakan hukum yang diperlukan File necessary legal action • Menyusun strategi arbitrase Develop an arbitration strategy • Melakukan advokasi yang diperlukan Conduct necessary advocacy
Kuantitatif Quantitative	Risiko penurunan pasokan gas atau keterbatasan LNG Risk of reduced gas supply or limited LNG	• Mengupayakan pengadaan pasokan alternatif dengan volume dan harga yang kompetitif Strive for alternative supply at competitive volumes and prices
Kuantitatif Quantitative	Risiko pengelolaan aset Migas Risk of oil and gas asset management	• Melakukan pengembangan aset migas seraya terus berkoordinasi dengan regulator Develop oil and gas assets while continuing to coordinate with regulators
Kualitatif Qualitative	Risiko terkait pengelolaan keamanan siber Risk related to cybersecurity management	• Meningkatkan keandalan infrastruktur IT, serta sistem keamanan informasi dengan enchancement berupa penyediaan Security Information and Event Management (SIEM) dan technical support security Enhance the reliability of IT infrastructure and information security systems by providing enhancements such as Security Information and Event Management (SIEM) and technical security support. • Menggunakan autentifikasi MFA/OTP, enkripsi data, dan back up data secara berkala Use MFA/OTP authentication, data encryption, and regular data backups.

Jenis Risiko Risk Type	Risk Event (Kejadian Risiko) Risk Event	Mitigasi Mitigation
Kualitatif Qualitative	Risiko Operasional terkait keandalan Infrastruktur Operational Risk related to infrastructure reliability	• Melaksanakan assesmen deviasi penurunan tanah, pipe analysis, vibrasi, CIPS-CDVG, melakukan Remaining Life Assessment pada fasilitas dan jaringan Conduct land subsidence deviation assessments, pipe analysis, vibration, CIPS-DCVG, and Remaining Life Assessments on facilities and networks. • Melakukan patroli rutin di jalur Right-of-Way (ROW) Conduct routine patrols on the Right-of-Way (ROW)
Kualitatif Qualitative	Risiko Operasional terkait pengelolaan HSSE Operational Risk related to HSSE management	• Melaksanakan peningkatan sosialisasi, edukasi, sertifikasi dan program "HSSE passport" Implement increased outreach, education, certification, and the "HSSE passport" program. • Melaksanakan kajian Process Safety Asset Integrity, Process Hazard Analysis, Major Accident Hazard Conduct Process Safety Asset Integrity, Process Hazard Analysis, and Major Accident Hazard studies. • Meningkatkan koordinasi aktif dengan aparat dan sertifikasi terhadap personel dan mitra pengamanan Ensure active coordination with authorities and certification of personnel and security partners.

Adapun daftar nama proyek yang menjadi Top Risk Korporat Subholding Gas 2025 untuk kategori 'Project' meliputi:
1. Pembangunan Pipa Minyak Mentah Koridor Minas-Duri-Dumai dan Koridor Balam-Bangko-Dumai;
2. Pembangunan Terminal LNG Jawa Timur;
3. Revitalisasi LNG Tank F-6004 & Fasilitas Pendukung Lainnya;
4. Empat Proyek Pembangunan Jaringan Gas APGN (Jargas);
5. Usulan Pengeboran Sumur - WK Pangkah;
6. Pembangunan pipa BBM Cikampek - Plumpang.

Pengelolaan Risiko meliputi analisa risiko dan penyusunan rencana mitigasi atas dasar pemenuhan tujuan pelaksanaan proyek seperti *on time*, *on budget*, *on specification*, *on regulation* dan *on return*, serta HSSE dan kepatuhan terhadap GCG.

STRUKTUR TATA KELOLA MANAJEMEN RISIKO

Sebagai pemenuhan terkait dengan Organ Pengelola Risiko sesuai dengan PER-2 BUMN, struktur tata kelola manajemen risiko di PGN di tahun 2025 mengalami perubahan signifikan sebagai berikut:
1. Berdasarkan Keputusan Direksi PGN Nomor 036800.K/OT.0/HCGS/2024, struktur organisasi pada Direktorat Manajemen Risiko terdiri atas: *Risk Strategic and Integrated Governance*, *Operational Risk*, *Internal Control and Business Continuity* dan *Project Risk*, *Portfolio and Counterparty Risk*.

The list of projects listed as Top Corporate Risks for Gas Subholding in 2025 under the 'Project' category includes:
1. Construction of the Minas-Duri-Dumai Corridor Crude Oil Pipeline and the Balam-Bangko-Dumai Corridor;
2. Construction of the East Java LNG Terminal;
3. Revitalization of LNG Tank F-6004 and Other Supporting Facilities;
4. Four PGN Gas Network Development Projects (Jargas);
5. Proposed Well Drilling - Pangkah Working Area;
6. Construction of the Cikampek–Plumpang Fuel Pipeline.

Risk Management covers risk analysis and preparation of mitigation plans based on fulfillment of project implementation objectives such as on time, on budget, on specification, on regulation and on return, as well as HSSE and compliance with GCG.

RISK MANAGEMENT GOVERNANCE STRUCTURE

In fulfillment of the Risk Management Organ as stipulated in PER-2 of SOEs, PGN's risk management governance structure underwent significant changes in 2025, as follows:

1. Pursuant to Decree of the PGN Board of Directors Number 036800.K/OT.0/HCGS/2024, the organizational structure of the Risk Management Directorate comprises: Risk Strategy and Integrated Governance, Operational Risk, Internal Control and Business Continuity, and Project Risk, Portfolio, and Counterparty Risk.

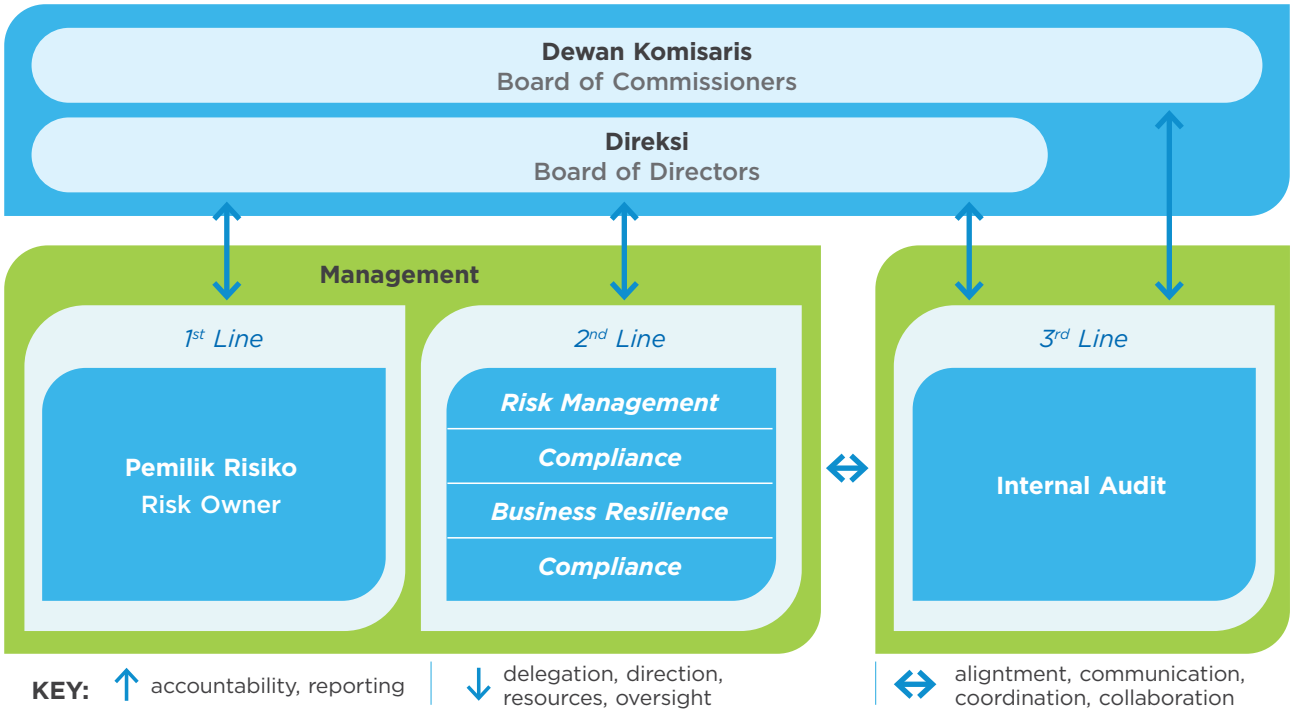


2. Terkait sistem pelaporan, menyesuaikan dengan perubahan struktur organisasi sejak Juni 2024, fungsi manajemen risiko melaporkan pengelolaan manajemen risiko kepada Direktur Manajemen Risiko selaku '*Chief Risk Officer*' (CRO).

Hingga akhir tahun 2025 PGN mengadopsi prinsip *Three Lines Model* sebagai acuan tata kelola pengelolaan risiko sejalan dengan pengelolaan risiko yang diimplementasikan oleh Holding Migas dan telah sesuai dengan persyaratan dari PER-2 BUMN. Penerapan *Three Lines Model* juga ditujukan untuk memastikan akuntabilitas dan pertanggungjawaban masing-masing lini dalam menghadapi serta mengelola taksonomi risiko yang dihadapi Perusahaan.

2. Regarding the reporting system, aligned with changes in the organizational structure since June 2024, the risk management function reports risk management to the Director of Risk Management as the 'Chief Risk Officer' (CRO).

By the end of 2025, PGN adopted the Three Lines Model principle as a reference for risk management governance, aligned with the risk management implemented by the Oil and Gas Holding Company and in accordance with the requirements of PER-2 SOEs. The implementation of the Three Lines Model also aims to ensure the accountability and responsibility of each line in navigating and managing the Company's risk taxonomy.



PROGRAM MENINGKATKAN BUDAYA SADAR RISIKO PERUSAHAAN

Risk Strategy and Integrated Governance, *Operational Risk*, *Internal Control & Business Continuity* dan *Project Risk*, *Portfolio and Counterparty Risk* sebagai fungsi yang bertugas dalam mengelola manajemen risiko PGN pada tahun 2025, telah melakukan beberapa program untuk meningkatkan *awareness* dan maturitas manajemen risiko Perusahaan melalui kegiatan sebagai berikut:

- *Upskilling* dan *Refreshment* Aplikasi ERMS 2.1 Pertamina, format pelaporan bulanan serta pelaporan risiko lainnya di lingkup Subholding Gas;
- *Refreshment* Manajemen Risiko berbasis ISO 31000:2018 dan PER-2 BUMN melalui *cross-sharing* dengan satuan kerja PGN lainnya maupun anak perusahaan/afiliasi PGN;
- Pelaksanaan Sharing Session mengenai BCMS ISO 22301:2019 kepada RCT di satuan kerja PGN maupun anak perusahaan/afiliasi PGN;
- Pelaksanaan Forum Sharing BCMS Insight "A Benchmarks from Risk Management of State-Owned Enterprise in the Energy Sector PLN Group" dengan PT Perusahaan Listrik Negara (PLN);
- Pelaksanaan event Discourse for Advancement Project Risk Management (DECEPTICON) dengan peserta RCT Satuan Kerja PGN maupun Anak Perusahaan;
- Pelaksanaan Risk Management Forum (RMF) Pertamina Across the Group pada bulan Desember 2025 dengan tema 'Regulator Gas Business Entity Sinergy for Stronger Risk Governance';
- Benchmark pengelolaan risiko dan BCMS dengan Angkasa Pura II, PT Pertamina Hulu Energi, PT Pupuk Kalimantan Timur;
- Pelaksanaan Risk Management Forum (RMF) di lingkup internal Subholding Gas yang diselenggarakan masing-masing Anak Perusahaan/Afiliasi dengan berbagai tema strategis seperti "Pengelolaan Risiko Operasional Pipa Transmisi dengan Penggunaan Teknologi Inspeksi Inline", "Mitigating Flow Assurance Risks", "Risk to Rise: Transforming Risk into Opportunity", serta "Business Continuity Through Smart Asset Integrity";
- Penyelenggaraan Acara Budaya Sadar Risiko kepada RCT di satuan kerja PGN maupun anak perusahaan/afiliasi PGN;
- Pelatihan dan sertifikasi Auditor Internal BCMS ISO 22301:2019 lingkup Subholding Gas;
- Paparan implementasi Living Core Values (LCV) AKHLAK lingkup Pertamina Group tahun 2025;
- Pemberian RCT Awards dan BCMS Awards Tahun 2025; dan
- Pelaksanaan sertifikasi CRP dan sertifikasi BCMCP oleh BNSP.

PROGRAMS TO IMPROVE THE COMPANY'S RISK AWARENESS CULTURE

Risk Strategy and Integrated Governance, Operational Risk, Internal Control & Business Continuity, and Project Risk, Portfolio, and Counterparty Risk, as the functions responsible for PGN's risk management by 2025, have implemented several programs to raise the Company's risk management awareness and maturity through the following activities:

- Upskilling and Refreshment of Pertamina's ERMS 2.1 Application, monthly reporting formats, and other risk reporting within the Gas Subholding;
- Refreshment of Risk Management based on ISO 31000:2018 and PER-2 SOEs through cross-sharing with other PGN work units and subsidiaries/affiliates;
- Implementation of Sharing Sessions on BCMS ISO 22301:2019 for RCTs within PGN work units and subsidiaries/affiliates;
- Implementation of the BCMS Insight Sharing Forum "A Benchmark from Risk Management of State-Owned Enterprises in the Energy Sector, PLN Group" with PT Perusahaan Listrik Negara (PLN);
- Implementation of the Discourse for Advancement Project Risk Management (DECEPTICON) event with RCT participants from PGN Work Units and Subsidiaries;
- Implementation of the Pertamina Across-the-Group Risk Management Forum (RMF) in December 2025 with the theme 'Regulator Gas Business Entity Synergy for Stronger Risk Governance';
- Risk management and BCMS benchmarking with Angkasa Pura II, PT Pertamina Hulu Energi, and PT Pupuk Kalimantan Timur;
- Implementation of Risk Management Forums (RMFs) within the Gas Subholding, organized by each Subsidiary/Affiliate, with various strategic themes such as "Managing Transmission Pipeline Operational Risks Using Inline Inspection Technology," "Mitigating Flow Assurance Risks," "Risk to Rise: Transforming Risk into Opportunity," and "Business Continuity Through Smart Asset Integrity";
- Implementation of Risk Awareness Culture Events for RCTs within PGN work units and PGN subsidiaries/affiliates;
- Training and certification of Internal Auditors BCMS ISO 22301:2019 within the Gas Subholding;
- Presentation of the implementation of Living Core Values (LCV) AKHLAK within the Pertamina Group in 2025;
- Presentation of RCT Awards and BCMS Awards in 2025; and
- Implementation of CRP and BCMCP certification by the National Agency for Profession Standardization (BNSP).

IMPLEMENTASI SISTEM MANAJEMEN KELANGSUNGAN BISNIS

Selama tahun 2025, kondisi ekonomi global masih berada pada ketidakpastian dan ketidakstabilan, terutama akibat ketegangan geopolitik di Eropa Barat dan Timur Tengah yang secara tidak langsung memengaruhi *supply demand* energi global bahkan hingga di regional Asia Tenggara, termasuk Indonesia.

Pada tahun 2025, kinerja ekonomi dalam negeri mencatat pertumbuhan yang positif dan tetap kuat di tengah tantangan ekonomi global meskipun dengan faktor ketidakpastian yang masih cukup tinggi dirasakan oleh industri domestik.

Menghadapi tantangan ini, PGN terus menerapkan sistem manajemen kelangsungan bisnis (*Business Continuity Management Systems*) atau Sistem Manajemen Kelangsungan Bisnis (SMKB) dengan mengacu pada ISO 22301:2019 untuk satu siklus penuh (*full cycle*). Sejak tahun 2022, dilakukan perluasan lingkup implementasi SMKB hingga ke kantor Area. PGN juga telah memulai implementasi awal pada lingkup Anak Perusahaan/Afiliasi di tahun 2024.

Pada triwulan terakhir 2025, PGN berhasil meraih sertifikat atas surveilance serta penambahan lingkup sertifikasi ISO 22301 Business Continuity Management System, dengan lingkup sertifikasi meliputi Kantor Pusat, Sales Operation Region II, Area Jakarta dan Area Bekasi, Sales Operation III, Area Surabaya dan Area Sidoarjo, sebagai wujud komitmen dan kesiapan dalam menghadapi disrupsi bisnis, membangun masa depan yang lebih stabil, dan berkembang secara berkelanjutan.

TINJAUAN ATAS EFEKTIVITAS SISTEM MANAJEMEN RISIKO

Pengelolaan risiko di PGN tidak terlepas dari komitmen Direksi dan Dewan Komisaris sebagai Manajemen Puncak yang selaras dengan *frameworks* manajemen risiko ISO 31000:2018. Bentuk komitmen ini diwujudkan dengan penandatanganan Piagam Manajemen Risiko & Resiliensi Subholding Gas oleh seluruh Direksi PGN serta diketahui dan disetujui oleh seluruh Direktur Utama Anak Perusahaan/ Afiliasi PGN.

IMPLEMENTATION OF BUSINESS CONTINUITY MANAGEMENT SYSTEM

During 2025, the global economic situation remained uncertain and unstable, primarily due to geopolitical tensions in Western Europe and the Middle East, which indirectly impacted global energy supply-demand even in the Southeast Asia region, including Indonesia.

In 2025, domestic economic performance saw a positive growth and remained robust amidst global economic challenges despite the continuing high levels of uncertainty felt by the domestic industry.

In the face of these challenges, PGN consistently implements Business Continuity Management Systems (BCMS) by adhering to ISO 22301:2019 for full cycle. Since 2022, the scope of BCMS implementation has been expanded to Area offices. PGN also begins initial implementation at its Subsidiaries/Affiliates in 2024.

In the last quarter of 2025, PGN successfully obtained surveillance certification and expanded its scope to ISO 22301 Business Continuity Management System certification, covering the Head Office, Sales Operation Region II, Jakarta Area and Bekasi Area, Sales Operation III, Surabaya Area and Sidoarjo Area. This demonstrates its steadfast commitment and readiness to navigate business disruption, build a more stable future, and evolve sustainably.

REVIEW OF THE EFFECTIVENESS OF THE RISK MANAGEMENT SYSTEM

PGN's risk management is inseparable from the commitment of the Board of Directors and Board of Commissioners as Top Management, aligned with ISO 31000:2018 risk management framework. This commitment is manifested by the signing of Gas Subholding Risk Management & Resilience Charter by all PGN Board of Directors and is acknowledged and approved by all President Directors of its subsidiaries/affiliates.

Piagam tersebut dilakukan pemutakhiran secara berkala setidaknya satu kali dalam setahun, sebagai bentuk pemenuhan terhadap PER-2/ MBU/03/2023 BUMN. Selain itu, sesuai dengan PER-2 tersebut, Dewan Komisaris juga telah menyetujui kebijakan-kebijakan manajemen risiko, seperti, namun tidak terbatas kepada: kebijakan Three Lines Model, kebijakan selera, kapasitas dan toleransi risiko, kebijakan pengukuran risiko dan kebijakan sistem informasi risiko.

The Charter is updated on a regular basis at least once a year, in fulfillment of PER-2/ MBU/03/2023 SOEs. Additionally, pursuant to PER-2, the Board of Commissioners has also approved risk management policies, for example, but not limited to: Three Lines Model policy, risk policy, capacity and tolerance policy, risk measurement policy and risk information system policy.

Pengelolaan risiko di PGN juga telah dilengkapi dengan Dokumen Acuan Kerja (DAK) berupa Pedoman, Prosedur Operasi serta Instruksi Kerja yang digunakan sebagai dasar dari seluruh kegiatan manajemen risiko di perusahaan.

Risk management at PGN has also been complemented with a Work Reference Document (DAK) comprising Guidelines, Operating Procedures and Work Instructions, which serve as a basis for all risk management activities in the Company.

Sebagai wujud pemenuhan persyaratan dari PER-2 BUMN tersebut, pada tahun 2024 juga telah dibentuk Komite Tata Kelola Terintegrasi (KTKT) di PGN berdasarkan Keputusan Dewan Komisaris PGN Nomor Kep-04/D-KOM/2024 pada 28 Maret 2024, yang dipimpin oleh Komisaris Utama PGN dengan anggota adalah semua Komisaris Utama Anak Perusahaan/ Afiliasi. Pembentukan KTKT bertujuan untuk memperkuat serta melengkapi implementasi manajemen risiko di seluruh lini Perusahaan.

In fulfillment of the requirements of PER-2 SOEs, in 2024 an Integrated Governance Committee (KTKT) was also formed at PGN based on the Decree of the PGN Board of Commissioners Number Kep-04/D-KOM/2024 on March 28, 2024, which is led by the President Commissioner of PGN with members being all President Commissioners of Subsidiaries/Affiliates. The KTKT was formed with the aim to bolster and complement the implementation of risk management across all Company's lines.

PERNYATAAN DIREKSI DAN/ATAU DEWAN KOMISARIS ATAS KECUKUPAN SISTEM MANAJEMEN RISIKO

STATEMENT OF THE BOARD OF DIRECTORS AND/OR BOARD OF COMMISSIONERS ON THE ADEQUACY OF RISK MANAGEMENT SYSTEM

Sepanjang tahun 2025, Direksi dan Dewan Komisaris menilai sistem manajemen risiko yang dimiliki PGN telah memadai dan mampu mengantisipasi setiap risiko yang dimiliki Perusahaan. Hal ini ditunjukkan dengan diperolehnya hasil pengukuran RMA PGN berada pada "Fase Praktik yang Baik (+)" dan mempertahankan sertifikasi ISO 22301:2019 Business Continuity Management System.

Throughout 2025, the Board of Directors and Board of Commissioners assessed the risk management system at PGN as adequate and able to anticipate any risks the Company faces. This is evident from PGN's RMA measurement results being in the "Good Practice Phase (+)" and maintaining its ISO 22301:2019 Business Continuity Management System certification.

PGN juga terus melakukan evaluasi atas pengelolaan risiko secara periodik, mulai dari tingkat fungsi, satuan kerja, hingga level manajemen senior yang tercermin dalam agenda rutin rapat Direksi yang selalu menyertakan pengelolaan risiko menjadi salah satu mata acara pembahasan utama.

PGN also consistently evaluates risk management periodically, starting from function level, work unit, to senior management level, as evident from the routine agenda of the Board of Directors' meetings with risk management being one of the primary discussion agenda items.

Proses monitoring dan implementasi perbaikan tersebut terus dilakukan secara berkelanjutan. Hal ini bertujuan untuk meningkatkan tingkat keyakinan akan kecukupan sistem manajemen risiko yang diterapkan di Perusahaan terutama untuk pelaksanaan evaluasi maturitas risiko selanjutnya.

The monitoring process and the implementation of these improvements continue to be carried out on an ongoing basis. This aims to boost the level of confidence in the adequacy of the Company's risk management system, particularly for the execution of subsequent risk maturity evaluations.



PERKARA HUKUM YANG DIHADAPI
LEGAL CASES

Hingga 31 Desember 2025, terdapat lima perkara atau gugatan hukum bernilai material terhadap Perseroan. Perkara tersebut adalah perkara lanjutan atau belum diputuskan dan/ atau mempunyai kekuatan hukum yang tetap pada tahun sebelumnya.

Informasi mengenai perkara hukum material yang dihadapi PGN, entitas anak, anggota Direksi dan anggota Dewan Komisaris meliputi pokok perkara, status perkara, serta pengaruhnya terhadap kondisi Perseroan sebagai berikut:

As of December 31, 2025, five cases or lawsuits of material value against the Company had remained unsettled, meaning none of the cases had been legally settled and/or had permanent legal force when the previous year ended.

Information on material legal cases facing PGN, its subsidiaries, members of the Board of Directors and Board of Commissioners including the subject matter, the status, and its impact on the Company is as follows:

PT PERUSAHAAN GAS NEGARA TBK
SENGKETA PPN DALAM NIAGA GAS BUMI PGN UNTUK PERIODE TAHUN 2012-2013.
VAT Dispute on Natural Gas Trading PGN for 2012-2013 Period.

Lembaga Agency	Mahkamah Agung Republik Indonesia	Supreme Court of The Republic of Indonesia
Para Pihak Parties in Dispute	• Direktorat Jenderal Pajak (sebagai Pemohon Peninjauan Kembali) • PGN (sebagai Termohon Peninjauan Kembali)	• The Directorate General of Tax Affairs (as Applicant for Judicial Review) • PGN (as Respondent for Judicial Review)
Jenis Perkara Type of Legal Cases	Pajak	Taxation
Nilai Perkara Case Value	Rp4,15 triliun	Rp4.15 trillion
Pokok Perkara Subject Matter	Sengketa PPN 2012-2013 terjadi karena adanya perbedaan pandangan antara DJP dan PGN terkait kegiatan niaga gas bumi yang dilakukan oleh PGN. DJP berpandangan bahwa untuk periode tahun 2012, gas yang dijual oleh PGN merupakan gas hasil pengolahan yang mengakibatkan terjadinya penambahan nilai barang sehingga dikenakan PPN sebesar 10% dan terdapat jasa distribusi atau pengangkutan gas dalam kegiatan niaga gas PGN sehingga dikenakan PPN untuk periode tahun 2013. PGN berpandangan bahwa tidak terdapat proses pengolahan dalam gas yang dijual oleh PGN kepada pelanggan dan PGN menerima gas sesuai Gas Sales Agreement (GSA) dari KKKS dengan spesifikasi yang telah diatur oleh regulasi pemerintah dan langsung proses/pengolahan untuk periode tahun 2012. Untuk periode tahun 2013, PGN melakukan kegiatan niaga gas bumi dengan titik serah di lokasi pelanggan sehingga kegiatan niaga gas dan penyaluran gas kepada pelanggan merupakan satu kesatuan yang tidak dapat dipisahkan dan adanya komponen rupiah dalam harga jual gas bumi guna menghindari risiko kurs mengingat krisis moneter seperti tahun 1998. Bahwa atas perkara tersebut pada tingkat PK yang dimohonkan oleh DJP, terdapat 18 putusan yang mengabulkan permohonan DJP dan enam perkara yang menolak permohonan DJP.	The 2012-2013 VAT dispute occurred due to different opinions between DGT and PGN regarding natural gas trading activities by PGN. DGT stated that the natural gas sold by PGN was processed gas which results in an increase in the value of goods so that 10% VAT was imposed and there were gas distribution or activities, so that it was subject to VAT for the 2013 period. Meanwhile, PGN stated that there was no processed gas in the natural gas sold by PGN to costumers and PGN received the gas according to the Gas Sales Agreement from KKKS with its specification set by government regulations and directly sell the gas to costumers without any processing for the 2012 period, For the 2013, PGN conducted natural gas trading activities with delivery points at the costumer's locations, that the natural gas trading activities and its distribution to the costumers were inseparable and the use of rupiah currency in the selling price of natural gas so as to avoid exchange rate risks following a monetary crisis like the one occurred in 1998. Whereas for the said cases at the judicial review level filed by DGT, there are 18 verdicts that granted DGT's requests and 6 (six) verdicts that rejected DGT's requests.
Status Saat Ini Current Condition	Atas 18 perkara yang telah putus tersebut, PGN melakukan PK kedua dan atas enam perkara yang memenangkan PGN, DJP juga mengajukan PK kedua. Sampai Desember 2023, 15 permohonan PK Kedua yang diajukan PGN diputus Niet Onvantkelijkverklaard (NO). Adapun untuk enam permohonan PK Kedua yang diajukan DJP juga telah diputus Nomor Sampai Desember 2024, terdapat dua permohonan PK Kedua yang diajukan PGN diputus Nomor Pada tanggal 28 Februari 2025, MA telah menyampaikan putusan untuk sisa satu permohonan PK Kedua PGN dengan amar putusan gugatan tidak dapat diterima (*Niet Onvantkelijkverklaard*). Dengan demikian, terhadap 24 permohonan PK Kedua terkait sengketa PPN 2012-2013, PGN telah menerima putusan MA secara keseluruhan. Putusan Niet Onvantkelijkverklaard (NO) adalah putusan yang menyatakan gugatan tidak dapat diterima karena belum memenuhi syarat formal. Konsekuensi atas Putusan NO tidak dapat disamakan dengan putusan ditolak mengingat masih dimungkinkan untuk mengajukan kembali permohonan sepanjang telah memenuhi syarat formal.	For the 18 cases that have been decided, PGN will conduct a second judicial review and for the six cases that won PGN, DGT also submitted a second judicial review. Until December 2023, 15 judicial review applications submitted by PGN decided Niet Onvantkelijkverklaard (NO). Meanwhile enam judicial review applications submitted by DJP also decided Number Until December 2024, there were two judicial reviews submitted by PGN with a decision of Number On February 28, 2025, the Supreme Court issued a ruling on PGN's final remaining Second Judicial Review (PK Kedua) petition, declaring the lawsuit Inadmissible (Niet Onvantkelijkverklaard). Consequently, PGN has now received Supreme Court rulings for all 24 Second Judicial Review petitions concerning the 2012-2013 VAT disputes. The Niet Onvantkelijkverklaard (NO) decision is a decision stating that the lawsuit cannot be accepted because it has yet to fulfill the formal requirements. NO Decision cannot be equated with a rejected decision, considering that it is still possible to resubmit the application as long as the formal requirements are satisfied.
Pengaruh terhadap Kondisi Perusahaan Potential Impact	Tidak berpengaruh terhadap laba/rugi konsolidasian Perseroan	Has no effect on the consolidated profit/loss of the Company

PT PERUSAHAAN GAS NEGARA TBK DAN PT SAKA ENERGI INDONESIA GUGATAN DEWAN PIMPINAN ADAT LEMBAGA MUSYAWARAH ADAT SUKU KAMORO (LEMASKO).

Lawsuit of the Customary Leaders Council of Lembaga Musyawarah Adat Suku Kamoro (LEMASKO).

Lembaga Agency	Pengadilan Negeri Lamongan	The District Court of Lamongan
Para Pihak Parties in Dispute	• LEMASKO (Penggugat) • Saka Energi Indonesia & PGN (Tergugat)	• LEMASKO (Plaintiff) • Saka Energi Indonesia & PGN (Defendants)
Jenis Perkara Type of Legal Cases	Perdata	Civil Case
Nilai Perkara Case Value	Rp1.401.000.000.000	Rp1,401,000,000,000
Pokok Perkara Subject Matter	Pada tanggal 3 April 2023, SEI dan PGN menerima surat gugatan dengan pokok perkara bahwa Saka Energi Indonesia ("SEI") telah menguasai barang pipa eks PT Freeport Indonesia yang diklaim sebagai barang milik Dewan Pimpinan Adat Lembaga Musyawarah Adat Suku Kamoro ("LEMASKO") yang merupakan hasil hibah dari PT Freeport Indonesia. Manajemen berpendapat gugatan tersebut tidak berdasar, mengingat SEI hanya menguasai barang yang berhubungan dengan kegiatan yang terkait dengan Minyak dan Gas Bumi, dan aset Minyak dan Gas Bumi yang dikuasai oleh SEI adalah Barang Milik Negara dan dikuasai oleh SEI secara sah berdasarkan ketentuan hukum yang berlaku dan Kontrak Bagi Hasil sesuai kesepakatan dengan SKK Migas.	On April 3, 2023, SEI and PGN received a lawsuit letter on the subject that SEI has taken control of ex-PT Freeport Indonesia's pipe inventories which are claimed to be belonged to the Dewan Pimpinan Adat Lembaga Musyawarah Adat Suku Kamoro (LEMASKO) as a grant from PT Freeport Indonesia. Management believes that the lawsuit is baseless, considering that SEI only controls of goods related to Oil and Gas activities, and Oil and Gas assets being controlled by SEI are State-Owned Goods and legally obtained in accordance with applicable legal provisions and the Production Sharing Contract as agreed with SKK Migas.
Status Saat Ini Current Condition	SEI dan PGN telah menunjuk kuasa hukum untuk menangani gugatan tersebut. Sampai dengan Desember 2023, SEI dan PGN masih menjalani proses hukum yang ada dan manajemen tetap berpendapat bahwa gugatan tersebut tidak berdasar. Pada 3 April 2024 SEI dan PGN telah dinyatakan memenangkan perkara sesuai dengan keputusan Pengadilan Negeri Lamongan Nomor 10/Pdt.G/2023/PN.Lmg yang pada pokoknya menolak gugatan LEMASKO. LEMASKO kemudian mengajukan banding atas putusan tersebut pada tanggal 17 April 2024 dan telah diputuskan oleh Pengadilan Tinggi Jawa Timur dengan putusan Nomor 374/PDT/2024/PT Surabaya tertanggal 24 Juni 2024 yang pada intinya menguatkan putusan Pengadilan Negeri Lamongan. Atas putusan banding tersebut, LEMASKO kemudian mengajukan permohonan Kasasi ke Mahkamah Agung pada tanggal 19 Juli 2024. SEI kemudian mengirimkan kontra Memori Kasasi pada tanggal 29 Juli 2024. Pada tanggal 16 Desember 2024 Mahkamah Agung telah mengeluarkan amar menolak permohonan kasasi dari LEMASKO. Pada bulan Mei tahun 2025 PGN telah menerima salinan Putusan Mahkamah Agung Republik Indonesia Nomor: 5942 K/PDT/2024 tanggal 16 Desember 2024 jo. Nomor: 10/PDT.G/2023/PN LMG. Merujuk pada putusan tersebut, maka perkara gugatan LEMASKO terkait klaim kepemilikan pipa telah selesai.	SEI and PGN have appointed a legal consultant to handle the lawsuit. As of December 2023, SEI and PGN is still undergoing the legal process and management continues to believe the lawsuit is baseless. On April 3, 2024, SEI and PGN prevailed in accordance with the decision of the Lamongan District Court Number 10/Pdt.G/2023/PN.Lmg which in principle rejected LEMASKO's lawsuit. LEMASKO then filed an appeal against the decision on April 17, 2024, and it was decided by the East Java High Court with decision Number 374/PDT/2024/PT Surabaya dated June 24, 2024, which in essence upheld the decision of the Lamongan District Court. Based on the appeal decision, LEMASKO then filed a cassation application to the Supreme Court on July 19, 2024. SEI then sent a counter cassation memorandum on July 29, 2024. On December 16, 2024, the Supreme Court issued a ruling rejecting the cassation application from LEMASKO. PGN is currently still waiting for an official copy of the decision from the Supreme Court. In May 2025, PGN received a copy of the Supreme Court of the Republic of Indonesia's Decision Number: 5942 K/PDT/2024 dated December 16, 2024, jo. Number: 10/PDT.G/2023/PN LMG. Referring to this decision, the lawsuit filed by LEMASKO regarding pipe ownership claims has been concluded.
Pengaruh terhadap Kondisi Perusahaan Potential Impact	Tidak berpengaruh terhadap laba/rugi konsolidasian Perseroan.	Has no effect on the consolidated profit/loss of the Company.

PT PERUSAHAAN GAS NEGARA TBK
GUGATAN TERKAIT SENGKETA TANAH DARI PT PERKEBUNAN NUSANTARA VII (PTPN VII).
Lawsuit on Land Disputes From PT Perkebunan Nusantara VII (PTPN VII).

Lembaga Agency	Pengadilan Negeri Blambangan Umpu	The District Court of Blambangan Umpu
Para Pihak Parties in Dispute	• PTPN VII (Penggugat) • 12 Masyarakat (Tergugat) • PGN (Tergugat 13, Terbanding 16, Turut Termohon Kasasi 16) • Bumi Madu Mandiri (Tergugat 14) • Kantah Kabupaten Way Kanan (Tergugat 15) • Kanwil BPN Provinsi Lampung (Tergugat 16) • BPN RI (Turut Tergugat)	• PTPN VII (Plaintiff) • 12 Communities (Defendant) • PGN (Defendant 13, Appellant 16, Co-Appellant in Cassation 16) • Bumi Madu Mandiri (defendant 14) • Land office Way Kanan Regency (defendant 15) • Regional office of Lampung Province (defendant 16) • BPN RI (Co-defendant)
Jenis Perkara Type of Legal Cases	Perdata	Civil Case
Nilai Perkara Case Value	Rp95.659.700.000 Material Rp188.879.570.165 Imaterial Proporsional terhadap Para Tergugat	Rp95.659.700.000 Material Rp188.879.570.165 Immaterial Proportional for Defendants
Pokok Perkara Subject Matter	Pada tanggal 30 November 2023, PTPN VII mengajukan Gugatan Perbuatan Melawan Hukum kepada para Tergugat (PGN sebagai Tergugat 13) dan Turut Tergugat terkait kepemilikan tanah seluas 4.650 Ha di Eks Areal Kawasan Hutan HPH PT BG Dasaad ("Tanah"). PTPN VII menyatakan klaim hak atas tanah berasal dari PTP XI -XII (Persero) (Proses pembentukan holding BUMN) yang sebelumnya mendapat pengalihan aset berupa tanah konsesi Hak Pengusahaan Hutan (HPH) PT G. Dasaad Joint Venture Inc berdasarkan SK Menteri Pertanian Nomor 31/Kpts/UM/1/72 tanggal 24 Januari 1972. PTP VII sedang dalam proses sertifikasi sehingga PTPN VII melakukan pengukuran tematik atas obyek sengketa dan telah terbit Peta Tematik Nomor Peta 6/2021 yang dikeluarkan oleh Dirjen Survei dan Pemetaan Pertanahan dan Ruang (Turut Tergugat). PTPN VII menyatakan peta tematik tersebut menggambarkan bukti kepemilikan PTPN VII atas tanah dan memperkuat SK Menteri Pertanian Nomor 31/Kpts/UM/I/72 tanggal 24 Januari 1972.	On November 30, 2023, PTPN VII has submitted a lawsuit for tort against the defendants (PGN as Defendant 13) and co-defendant related to the ownership of land measuring 4.650 hectares in the former area of PT BG Dasaad's forest consession area ("Land"). PTPN VII claims the right to the land originated from PTP XI-XII (Persero) (a process of BUMN consolidation) that previously received the transfer of assets in the form of the land concession Right of Cultivation (HPH) from PT G. Dasaad Joint Venture Inc based on the Minister of Agriculture Decree Number 31/Kpts/UM/1/72 dated January 24, 1972. PTPN VII is currently in the certification process, and as part of this, PTPN VII conducted thematic mapping of the disputed area. Thematic Map Number 6/2021 has been issued by the BPN RI, who is also a Co-defendant. PTPN VII asserts that this thematic map serves as evidence of PTPN VII's ownership of the land, thereby strengthening the Minister of Agriculture's Decree Number 31/Kpts/UM/I/72 dated January 24, 1972.
Status Saat Ini Current Condition	Pada 3 Januari 2024 telah dilakukan agenda sidang pemeriksaan dokumen para pihak. Kemudian, telah dilakukan pertemuan lanjutan dengan BPN Way Kanan. BPN menjelaskan bahwa peta tematik merupakan visualisasi lokasi dan luas lahan berdasar dokumen yang diajukan pemohon sehingga bukan sebagai alas hak. Berdasar peta tersebut tergambar luasan tanah di bawah penguasaan PGN yang telah disertifikatkan. Kemudian, sidang perkara akan dilaksanakan kembali tanggal 10 Januari 2024 dengan agenda mediasi. Pada 26 Januari 2024 PTPN VII dan PGN telah menandatangani perjanjian perdamaian yang pada intinya menjelaskan bahwa PTPN VII akan mengeluarkan PGN sebagai Tergugat, menghapus gugatan kepada PGN, dan menjadikan PGN sebagai Turut Tergugat. Perubahan gugatan PTPN VII di tolak oleh Majelis Hakim. Untuk selanjutnya PTPN VII akan mencabut gugatan dan mengajukan gugatan kembali tanpa PGN di dalamnya. Pada tanggal 6 Februari 2024, PTPN VII telah mencabut gugatan atas perkara sebagaimana dimaksud. Selanjutnya, pada tanggal 12 Februari 2024, PGN telah menerima pemberitahuan pencabutan gugatan dari PTPN VII dengan amar putusan: 1. Mengabulkan permohonan penggugat; 2. Menyatakan perkara Nomor 33/Pdt.G/2023/PN.Bbu dicabut; 3. Menghukum penggugat membayar biaya perkara.	On January 3, 2024, the agenda for the hearing to examine the documents of the parties was carried out. Then, a follow-up meeting was held with the Way Kanan BPN. The BPN explained that the thematic map is a visualization of the location and area of land based on documents submitted by the applicant, which is not a basis for rights. Based on the map, the area of land under the control of PGN that has been certified is depicted. Then, the trial will be held again on January 10, 2024, with a mediation agenda. On January 26, 2024, PTPN VII and PGN signed a peace agreement, which in essence explains that PTPN VII will remove PGN as a Defendant, remove the lawsuit against PGN, and make PGN a Co-Defendant. The amendment to PTPN VII's lawsuit was rejected by the Panel of Judges. Furthermore, PTPN VII will withdraw the lawsuit and file a new lawsuit without PGN in it. On February 6, 2024, PTPN VII has withdrawn the lawsuit on the case as referred to. Furthermore, on February 12, 2024, PGN has received notification of the withdrawal of the lawsuit from PTPN VII with the verdict: 1. Granting the plaintiff's request; 2. Declaring the case Number 33/Pdt.G/2023/PN.Bbu revoked; 3. Ordering the plaintiff to pay court costs.

	Pada tanggal 29 Februari 2024, PTPN VII kembali mengajukan gugatan perbuatan melawan hukum terkait pertanahan milik PTPN VII dengan mengubah kedudukan PGN yang sebelumnya berstatus sebagai Tergugat menjadi Turut Tergugat I. Pada 28 Maret 2024 PGN telah menerima relaas panggilan dari Pengadilan Negeri Blambangan Umpu ("PN Blambangan Umpu") Nomor 6/Pdt.G/2024/PN Bbu, dan tidak terdapat petitum gugatan kepada PGN. Pada tanggal 31 Juli 2024, PN Blambangan Umpu memutuskan gugatan yang diajukan PTPN VII Niet Onvantkelijkverklaard ("NO"). Pada 30 Agustus 2024 PGN telah menerima relaas pemberitahuan memeriksa berkas dari PT Tanjungkarang untuk tingkat Banding, posisi PGN dalam perkara tersebut semula Turut Tergugat I menjadi Terbanding XVI. Dalam memori banding yang diajukan PTPN VII tersebut tidak berkaitan dengan penguasaan lahan milik PGN. Pada 24 September 2024, PT Tanjung Karang menguatkan putusan PN Blambangan Umpu. Pada 10 Oktober 2024 PGN telah menerima relaas pemberitahuan permohonan kasasi dan posisi PGN semula Terbanding XVI menjadi Termohon Kasasi XVI. Pada tanggal 14 Mei 2025 Mahkamah Agung telah mengeluarkan putusan Nomor: 1533 K/Pdt/2025 dengan amar menolak permohonan kasasi dari PTPN VII. Berdasarkan gugatan PTPN VII tersebut, tidak terdapat tuntutan materiil dan imateriel yang ditujukan kepada PGN. Adapun konsekuensi hukum PGN sebagai Turut Tergugat I adalah PGN diminta untuk tunduk dan patuh atas putusan yang nantinya dijatuhkan Majelis Hakim.	On February 29, 2024, PTPN VII filed anotherr lawsuit for unlawful acts related to land owned by PTPN VII by changing PGN's status from previously being Defendant to Co-Defendant I. On March 28, 2024, PGN received a summons from the Blambangan Umpu District Court ("PN Blambangan Umpu") Number 6/Pdt.G/2024/PN Bbu, and there was no petitum for the lawsuit against PGN. On July 31, 2024, the Blambangan Umpu District Court decided on the lawsuit filed by PTPN VII Niet Onvantkelijkverklaard ("NO"). On August 30, 2024, PGN received a notification release to examine the files from Tanjungkarang High Court for an Appeal, PGN's position in this case changed from Co-Defendant I to Appellant XVI. In the appeal memorandum filed by PTPN VII, it was not related to the control of land owned by PGN. On September 24, 2024, Tanjung Karang High Court upheld the decision of the Blambangan Umpu District Court. On October 10, 2024, PGN received a notification release for the cassation application and PGN's position was originally Appellant XVI to Appellant XVI. On May 14, 2025, the Supreme Court Issued Decision Number 1533 K/Pdt/2025, rejecting the appeal filed by PTPN VII. Based on the PTPN VII lawsuit, there are no material and immaterial demands directed at PGN. The legal consequences of PGN as Co-Defendant I are that PGN was requested to submit and comply with the decision that will be handed down by the Panel of Judges.
Pengaruh terhadap Kondisi Perusahaan Potential Impact	Tidak berpengaruh terhadap laba/rugi konsolidasian Perseroan.	Has no effect on the consolidated profit/loss of the Company.

PT PERUSAHAAN GAS NEGARA TBK
PERMOHONAN ARBITRASE OLEH GUNVOR SINGAPORE PTE. LTD. KE THE LONDON COURT OF INTERNATIONAL ARBITRATION

Application for Arbitration by Gunvor Singapore Pte. Ltd. to The London Court of International Arbitration

Lembaga Agency	The London Court of International Arbitration (LCIA)	The London Court of International Arbitration (LCIA)
Para Pihak Parties in Dispute	• Gunvor Singapore Pte. Ltd. (Gunvor) (sebagai Penggugat) • PGN (sebagai Tergugat)	• Gunvor Singapore Pte. Ltd. (Gunvor) (as Plaintiff) • PGN (as Defendant)
Jenis Perkara Type of Legal Cases	Perdata	Civil Case
Nilai Perkara Case Value	Belum dapat ditentukan	Not yet determined
Pokok Perkara Subject Matter	Penyampaian pemberitahuan Force Majeure dalam pelaksanaan Master LNG Sale and Purchase Agreement ("MSPA") dan Confirmation Notice ("CN") antara PGN selaku Penjual dengan Gunvor Singapore Pte Ltd ("Gunvor") selaku Pembeli. Sesuai dengan Klausul 2.1 MSPA, komitmen untuk menjual dan membeli LNG berdasarkan MSPA disepakati dengan menandatangani CN oleh para pihak. Pada tanggal 3 November 2023, PGN telah menyampaikan pemberitahuan Force Majeure kepada Pembeli terkait pelaksanaan CN. Dalam pelaksanaan MSPA dan CN, Gunvor mengajukan permohonan arbitrase ke The London Court of International Arbitration ("LCIA") terhadap PGN berkaitan dengan MSPA dan CN, dengan Gunvor sebagai Pemohon Arbitrase dan PGN sebagai Termohon Arbitrase.	Submission of Force Majeure notification in the implementation of the Master LNG Sale and Purchase Agreement ("MSPA") and Confirmation Notice ("CN") between PGN as the Seller and Gunvor Singapore Pte Ltd ("Gunvor") as the Buyer. In accordance with Clause 2.1 of the MSPA, the commitment to sell and purchase LNG based on the MSPA is agreed upon by signing the CN by the parties. On November 3, 2023, PGN has submitted a Force Majeure notification to the Buyer regarding the execution of the CN. In the execution of the MSPA and CN, Gunvor filed an arbitration application with The London Court of International Arbitration ("LCIA") against PGN in relation to the MSPA and CN, with Gunvor as the Arbitration Applicant and PGN as the Arbitration Respondent.

Status Saat Ini Current Condition	Pada tanggal 13 September 2024, PGN telah menerima informasi pengajuan Request for Arbitration (RFA) oleh Gunvor dengan Nomor Register Perkara 246358 dari LCIA. Menindaklanjuti hal tersebut, pada tanggal 31 Oktober 2024 PGN telah menyampaikan Response to the RFA melalui Konsultan Hukumnya. Sepanjang bulan Februari hingga Juli 2025 Para Pihak telah melakukan penyampaian dokumen yang memuat klaim, tanggapan, dan pembelaan ke Tribunal. Selanjutnya, pada bulan Agustus hingga Desember 2025 telah dilakukan serangkaian proses arbitrase pada tahapan document production dan witness statement. PGN menghormati proses hukum yang sedang berjalan, dengan menunjuk tim hukum internasional yang berpengalaman dalam bidang arbitrase untuk mewakili PGN, terus memantau situasi untuk memastikan tidak adanya gangguan terhadap operasional dan aktivitas bisnis PGN, memastikan penguatan implementasi proses manajemen risiko internal, berkomitmen memastikan transparansi dengan memberikan informasi terkini setiap perkembangan yang material dari proses arbitrase kepada para pemegang saham dan pemangku kepentingan lainnya.	On September 13, 2024, PGN received information on the Request for Arbitration (RFA) submission by Gunvor with Case Registration Number 246358 from LCIA. Following this, on October 31, 2024, PGN submitted a Response to the RFA through its Legal Consultant From February through July 2025, the Parties submitted their respective claims, responses, and statements of defense to the Tribunal. This was followed by a series of arbitration proceedings during the document production and witness statement phase, conducted from August to December 2025. PGN respects the ongoing legal process, by appointing an international legal team that is experienced in arbitration to represent PGN, continuing to monitor the situation to ensure there is no disruption to PGN's operations and business activities, ensuring the strengthening of the implementation of internal risk management processes and committing to ensuring transparency by providing the latest information on any material developments in the arbitration process to shareholders and other stakeholders.
Pengaruh terhadap Kondisi Perusahaan Potential Impact	Sampai dengan saat ini, belum terdapat dampak terhadap kegiatan operasional, hukum, kondisi keuangan, atau kelangsungan usaha Perseroan.	To date, there has been no impact on the Company's operational activities, legal matters, financial condition, or business continuity.

PT PERUSAHAAN GAS NEGARA TBK
GUGATAN PERBUATAN MELAWAN HUKUM LAHAN CIKARANG BARAT DI PENGADILAN NEGERI CIKARANG
Lawsuit for Unlawful Acts in West Cikarang Land at the Cikarang District Court

Lembaga Agency	Pengadilan Negeri Cikarang	Cikarang District Court
Para Pihak Parties in Dispute	• Sainih, dkk (sebagai Para Penggugat) • Kementerian Pekerjaan Umum dan Perumahan Rakyat Republik Indonesia (sebagai Tergugat I) • Kementerian Pekerjaan Umum dan Perumahan Rakyat Republik Indonesia, Cq. Direktur Jendral Sumber Daya Air, Cq. Perusahaan Umum (Perum) Jasa Tirta II (sebagai Tergugat II) • PT Gunung Garuda (sebagai Turut Tergugat I) • PT Cikarang Listrindo (sebagai Turut Tergugat II) • PGN (sebagai Turut Tergugat III) • Pemerintah Daerah Kabupaten Bekasi (sebagai Turut Tergugat IV) • Kementerian Agraria dan Tata Ruang/Badan Pertanahan Nasional Republik Indonesia, Cq. Kantor Wilayah Agraria dan Tata Ruang/Badan Pertanahan Nasional Jawa Barat Cq. Kantor Wilayah Jawa Barat, Cq. Kantor Agraria dan Tata Ruang/Badan Pertanahan Nasional Kabupaten Bekasi (sebagai Turut Tergugat V)	• Sainih, et al. (as Plaintiff) • The Ministry of Public Works and Housing of the Republic of Indonesia (as Defendant I) • The Ministry of Public Works and Housing of the Republic of Indonesia, c.q. Directorate General of Water Resources, c.q. Perusahaan Umum (Perum) Jasa Tirta II (as Defendant II) • PT Gunung Garuda (as Co-Defendant I) • PT Cikarang Listrindo (as Co-Defendant II) • PGN (as Co-Defendant III) • The Regional Government of Bekasi Regency (as Co-Defendant IV) • The Ministry of Agrarian Affairs and Spatial Planning/ National Land Agency of the Republic of Indonesia, c.q. Regional Office of West Java, c.q. Bekasi Regency Land Office (as Co-Defendant V)
Jenis Perkara Type of Legal Cases	Perdata	Civil Case
Nilai Perkara Case Value	Penggugat dalam gugatannya meminta Majelis Hakim menyatakan sah kepemilikan lahan seluas kurang lebih 77.500M2 kepada Penggugat serta meminta ganti rugi materiil dan imateriel senilai Rp1.000 kepada Kementerian PUPR dan PJT II selaku Tergugat I dan Tergugat II.	In the lawsuit, the Plaintiffs request the Bench to declare the Plaintiffs as the rightful owners of a land parcel measuring approximately 77,500 m^2. Furthermore, the Plaintiffs are seeking material and immaterial damages in the amount of Rp1,000 from the Ministry of Public Works and Housing and PJT II, as Defendant I and Defendant II, respectively.

PERMASALAHAN HUKUM YANG DIHADAPI OLEH ENTITAS ANAK

Rincian permasalahan hukum perdata dan pidana yang dihadapi oleh Entitas Anak selama tahun 2025 adalah sebagai berikut:

LEGAL CASES FACED BY SUBSIDIARIES

Details of the civil and criminal legal issues faced by the Subsidiaries in 2025 are as follows:

Entitas Anak Subsidiary	**Pokok Perkara** Subject Matter	**Status Penyelesaian Perkara** Case Settlement Status	**Pengaruhnya Terhadap Kondisi Perusahaan** Potential Impact on the Company's Conditions
PT Pertamina Gas	Bahwa LEMASKO mengklaim selaku penerima hibah/ pemohon eksekusi berdasarkan Putusan Pengadilan Negeri Cibinong Nomor: 31/Pdt.G/2017/PN.Cbi dan penetapan eksekusi Pengadilan Negeri Cibinong Nomor: 17/Pen.Pdt/Eks/2018/PN.Cbi Jo Nomor: 31/Pen.Pdt/ Eks/2021/PN.Cbi dimana aset milik pipa milik Pertagas diklaim oleh LEMASKO sebagai aset yang tercantum dalam penetapan Pengadilan Negeri Cibinong tersebut. LEMASKO sebelumnya telah mengajukan gugatan dengan substansi dan pihak yang sama, sebagaimana terdaftar dalam register perkara Nomor 614/Pdt.G/2025/ PN Jkt.Pst dan telah melakukan pencabutan gugatan dan LEMASKO saat ini kembali mengajukan gugatan baru dengan register perkara Nomor Nomor 840/Pdt.G/2025/ PN Jkt.Pst. Dalam gugatan, LEMASKO mengklaim bahwa pada saat dilakukannya eksekusi, Pertagas menyatakan keberatan namun tidak dapat menunjukkan bukti kepemilikan. Sehingga Pertagas dianggap telah dengan sengaja mengambil tanpa hak atas obyek pipa besi yang tercatat dalam Berita Acara Konstatering dan Penetapan Eksekusi Pengadilan Negeri Cibinong, yakni berupa pipa besi panjang 4-25 meter sejumlah 1500 ton	Dalam gugatan menyebutkan bahwa, total nilai gugatan materiil yang diajukan adalah Rp7.500.000.000 dan imateriel sebesar Rp20.000.000.000. PGN sebagai Turut Tergugat I dimohonkan untuk mematuhi isi putusan ini. Penggugat menempatkan Pertagas sebagai Tergugat I serta PGN dan Pertamina sebagai Turut Tergugat I dan Turut Tergugat II karena PGN dan Pertamina merupakan pemegang saham Pertagas. Pertagas sebagai Tergugat akan hadir pada setiap jadwal persidangan dan akan menyiapkan dokumen, bukti, dan jawaban yang diperlukan demi membela kepentingan Perusahaan.	Sampai dengan saat ini, belum terdapat dampak terhadap kegiatan operasional, hukum, kondisi keuangan, atau kelangsungan usaha Perseroan.
	LEMASKO claims to be the grantee/execution petitioner based on the Cibinong District Court Decision Number 31/Pdt.G/2017/PN.Cbi and the Execution Order Number 17/Pen.Pdt/Eks/2018/PN.Cbi in conjunction with (Jo) Number 31/Pen.Pdt/Eks/2021/PN.Cb. Under these rulings, LEMASKO asserts that certain pipeline assets owned by Pertagas are included within the scope of the court's execution order. LEMASKO previously filed a lawsuit involving the same substance and parties under Case Registry Number 614/Pdt.G/2025/PN Jkt.Pst, which was subsequently withdrawn. However, LEMASKO has since refiled the claim under a new case registry, Number 840/Pdt.G/2025/PN Jkt.Pst. In the lawsuit, LEMASKO alleges that while Pertagas raised objections during the execution process, it failed to provide sufficient proof of ownership. Consequently, the Plaintiff alleges that Pertagas willfully and unlawfully took possession of the subject matter—specifically, 1,500 tons of steel pipes measuring 4–25 meters in length—as recorded in the Cibinong District Court's Berita Acara Konstatering (Official Report of Identification) and Execution Order.	The lawsuit seeks material damages totaling IDR7,500,000,000 and immaterial damages of IDR20,000,000,000. PGN, as Co-Defendant I, is requested to comply with the final court decision. The Plaintiff has named Pertagas as Defendant I, while PGN and Pertamina are named as Co-Defendant I and Co-Defendant II, respectively, in their capacities as shareholders of Pertagas. Regarding this matter, PGN's position as Co-Defendant I only requires the Company to comply with the court's eventual ruling. There is no material impact on the Company's financial condition or business continuity. Pertagas, as the Defendant, intends to attend all scheduled court proceedings and will prepare the necessary documentation, evidence, and legal responses to protect the Company's interests.	As of the reporting date, the Company has not identified any material impact on its operations, legal position, financial results, or going concern status.

Entitas Anak Subsidiary	**Pokok Perkara** Subject Matter	**Status Penyelesaian Perkara** Case Settlement Status	**Pengaruhnya Terhadap Kondisi Perusahaan** Potential Impact on the Company's Conditions
PT Pertamina Gas	Pada tanggal 01 Oktober 2025 Penggugat mendaftarkan gugatan Perbuatan Melawan Hukum di Pengadilan Negeri Jakarta Pusat dengan Pertagas sebagai Tergugat dengan klaim bahwa tindakan Pertagas telah mengambil tanpa hak pipa besi obyek penetapan eksekusi Pengadilan Negeri Cibinong Nomor 17/Pen.Pdt/Eks/2018/PN.Cbi Jo. Nomor 31/Pdt.G/2017/PN.Cbi tertanggal 23 Februari 2021 yang telah tercatat dalam Berita Acara Konstatering Pengadilan Negeri Gresik. Dalam gugatan menyebutkan bahwa, total nilai gugatan materiil yang diajukan adalah Rp1.875.000.000 dan imateriel sebesar Rp10.000.000.000. Mediasi Para Pihak dinyatakan gagal pada tanggal 18 Desember 2025. Hingga laporan ini disampaikan Pertagas masih menunggu panggilan sidang berikutnya.	Pertagas sebagai Tergugat akan hadir pada setiap jadwal persidangan dan akan menyiapkan dokumen, bukti, dan jawaban yang diperlukan demi membela kepentingan Perusahaan.	Sampai dengan saat ini, belum terdapat dampak terhadap kegiatan operasional, hukum, kondisi keuangan, atau kelangsungan usaha Perseroan.
	On October 1, 2025, the Plaintiff registered a Tort lawsuit (Perbuatan Melawan Hukum) at the Central Jakarta District Court naming Pertagas as the Defendant. The Plaintiff claims that Pertagas unlawfully took possession of steel pipes that were the subject of the Cibinong District Court Execution Order Number 17/Pen.Pdt/Eks/2018/PN.Cbi Jo. Number 31/Pdt.G/2017/PN.Cbi dated February 23, 2021, as recorded in the Berita Acara Konstatering (Official Report of Identification) of the Gresik District Court. The lawsuit seeks material damages totaling IDR1,875,000,000 and immaterial damages of IDR10,000,000,000. On December 18, 2025, the mediation process between the parties was declared unsuccessful. As of the date of this report, Pertagas is awaiting the summons for the next hearing.	Pertagas, as the Defendant, intends to attend all scheduled court proceedings and will prepare the necessary documentation, evidence, and legal responses to protect the Company's interests.	As of the reporting date, the Company has not identified any material impact on its operations, legal position, financial results, or going concern status.

Entitas Anak Subsidiary	Pokok Perkara Subject Matter	Status Penyelesaian Perkara Case Settlement Status	Pengaruhnya Terhadap Kondisi Perusahaan Potential Impact on the Company's Conditions
PT Pertamina Gas	Pertagas menjadi salah satu tergugat atas dua gugatan hukum yang diajukan oleh PT Gasindo Pratama Sejati ("GPS") ("Penggugat"). Gugatan pertama ditujukan ke beberapa Tergugat dengan dalil terkait pembangunan pipa gas milik CL, yang dianggap melanggar Putusan Sela Pengadilan Tata Usaha Negara Jakarta untuk menghentikan sementara pembangunan tersebut. Pada perkara ini, Penggugat meminta ganti kerugian secara tanggung renteng sejumlah IDR0,15 triliun. Pada tanggal 31 Agustus 2021, PN Jakarta Pusat mengabulkan sebagian gugatan pemohon dan memerintahkan tergugat untuk secara tanggung renteng membayar kerugian kepada Penggugat senilai IDR1 miliar. Pada tanggal 14 September 2021, Pertagas telah mengajukan banding kepada Pengadilan Tinggi DKI Jakarta ("PTJ") atas gugatan tersebut. Pada tanggal 14 Juni 2022, PTJ menguatkan putusan PN Jakarta Pusat atas gugatan pertama. Pada tanggal 25 Juli 2022, Pertagas telah mengajukan permohonan kasasi atas gugatan pertama kepada Mahkamah Agung Republik Indonesia. Pada tanggal 21 Desember 2023, Mahkamah Agung telah mengeluarkan putusan yang menolak permohonan kasasi Pertagas, sehingga dengan demikian putusan sebelumnya untuk membayar sejumlah IDR1 miliar tetap berlaku. ("Perkara Satu") Selanjutnya, pada perkara kedua GPS mengajukan gugatan kepada beberapa tergugat dengan dalil para tergugat telah melakukan tindakan persekongkolan atau konspirasi atas penerbitan izin pembangunan pipa gas milik CL sebagai cadangan. Dalam gugatan ini, Penggugat meminta ganti kerugian secara tanggung renteng sejumlah IDR1,88 triliun. Pada tanggal 31 Agustus 2021, PN Jakarta Pusat mengabulkan sebagian gugatan pemohon dan memerintahkan tergugat untuk secara tanggung renteng membayar kerugian kepada Penggugat senilai IDR333,8 miliar untuk gugatan kedua. Pada tanggal 24 Februari 2022, PTJ mengabulkan sebagian gugatan penggugat dan memerintahkan para tergugat secara tanggung renteng membayar sejumlah IDR77,3 miliar. Pada tanggal 17 Mei 2022, Pertagas telah mengajukan permohonan kasasi atas gugatan kedua kepada Mahkamah Agung Republik Indonesia. Pada tanggal 20 Desember 2023, Mahkamah Agung mengabulkan sebagian gugatan penggugat dan memerintahkan para tergugat secara tanggung renteng membayar sejumlah IDR175,7 miliar. ("Perkara Dua") Pertagas is one of the defendants in two legal lawsuits filed by GPS ("the Plaintiff"). The first lawsuit was filed against several defendants, alleging violations related to the construction of CL's gas pipeline. This construction was deemed to be in contravention of the Jakarta Administrative Court's Interlocutory Decision, which had ordered a temporary halt to the development. In this case, the Plaintiff sought joint and several damages amounting to IDR 0.15 trillion. On August 31, 2021, the Central Jakarta District Court partially granted the plaintiff's claim and ordered the defendants to jointly and severally pay damages to the Plaintiff totaling IDR 1 billion.	Pertagas sebagai Tergugat akan hadir pada setiap jadwal persidangan dan akan Pada 12 Februari 2024, dengan mempertimbangkan adanya Putusan Mahkamah Agung tanggal 20 dan 21 Desember 2023 atas kedua perkara termaksud, Pertagas telah melakukan upaya hukum pidana dengan melaporkan GPS atas adanya dugaan penggunaan lahan Right-of Way (ROW) Pipa Gas ruas Citarik-Tegal Gede milik Pertagas tanpa hak. Atas upaya hukum pidana tersebut, GPS, CL, Pertagas sepakat berdamai dan tidak akan mengajukan upaya hukum lainnya dengan menandatangani Perjanjian Penyelesaian Nomor 01 tanggal 9 September 2024, serta Perjanjian Pembongkaran Pipa Gas Bumi Pada Ruas Citarik-Tegal Gede dan pada Ruas Tegal Gede-Cikarang Nomor 02 tanggal 9 September 2024 antara GPS dengan Pertagas, dimana penyelesaian perkara tersebut difasilitasi oleh Kejaksaan Agung. Pada proses penyelesaian yang difasilitasi Kejaksaan Agung tersebut, Para Pihak antara lain menyepakati: 1. Penyelesaian Perkara Satu sesuai ketentuan dalam Perjanjian Penyelesaian (kewajiban Tergugat berdasarkan hasil putusan pengadilan atas Perkara Satu dianggap telah selesai dan terpenuhi). 2. Perkara Dua dianggap telah selesai dan terpenuhi. 3. GPS akan melakukan pembongkaran pipa beserta fasilitas penunjangnya yang ada di lahan Pertagas, dengan biaya pembongkaran yang ditanggung seluruhnya oleh GPS. Terkait penyelesaian Perkara Dua, pada tanggal 30 April 2025, Pertagas dan CL telah menandatangani Berita Acara Kesepakatan Pembagian Nilai Tanggung Renteng dengan poin kesepakatan bahwa besaran nilai tanggung renteng porsi Pertagas adalah Rp58.579.316.488. Atas nilai tanggung renteng Rp58.579.316.488 telah dilakukan penyelesaian kewajiban secara penuh oleh Pertagas kepada CL. On February 12, 2024, considering the Supreme Court Decisions dated December 20 and 21, 2023, concerning both cases, Pertagas initiated criminal legal action by reporting GPS for alleged unauthorized use of the Right-of-Way (ROW) for the Citarik-Tegal Gede gas pipeline segment, which belongs to Pertagas.	Berpengaruh terhadap laba/rugi konsolidasian Perseroan. Affects the Company's consolidated profit/loss.

Entitas Anak Subsidiary	Pokok Perkara Subject Matter	Status Penyelesaian Perkara Case Settlement Status	Pengaruhnya Terhadap Kondisi Perusahaan Potential Impact on the Company's Conditions
	On September 14, 2021, Pertagas filed an appeal against this lawsuit with the Jakarta High Court ("PTJ"). On June 14, 2022, the PTJ upheld the Central Jakarta District Court's decision on the first lawsuit. Subsequently, on July 25, 2022, Pertagas filed a cassation appeal against the first lawsuit with the Supreme Court of the Republic of Indonesia. On December 21, 2023, the Supreme Court issued a decision rejecting Pertagas's cassation appeal, thereby affirming the previous judgment to pay IDR 1 billion. ("Case One") Next, in the second case, GPS filed a lawsuit against several defendants, alleging they engaged in collusion or conspiracy concerning the issuance of a construction permit for CL's gas pipeline as a backup. In this lawsuit, the Plaintiff sought joint and several damages amounting to IDR1.88 trillion. On August 31, 2021, the Central Jakarta District Court partially granted the plaintiff's claim and ordered the defendants to jointly and severally pay damages to the Plaintiff totaling IDR333.8 billion for the second lawsuit. On February 24, 2022, the PTJ partially granted the plaintiff's claim and ordered the defendants to jointly and severally pay IDR77.3 billion. On May 17, 2022, Pertagas filed a cassation appeal against the second lawsuit with the Supreme Court of the Republic of Indonesia. On December 20, 2023, the Supreme Court partially granted the plaintiff's claim and ordered the defendants to jointly and severally pay IDR175.7 billion. ("Case Two")	Regarding this criminal legal action, GPS, CL, and Pertagas agreed to settle and not pursue any further legal action by signing Settlement Agreement Number 01 dated September 9, 2024, as well as the Agreement for Dismantling the Natural Gas Pipeline on the Citarik-Tegal Gede and Tegal Gede-Cikarang Segments Number 02 dated September 9, 2024, between GPS and Pertagas. The resolution of this matter was facilitated by the Attorney General's Office. In the resolution process facilitated by the Attorney General's Office, the Parties agreed, among other things, to the following: 1. Resolution of Case One in accordance with the provisions of the Settlement Agreement (the Defendant's obligations based on the court's decision for Case One are deemed to be completed and fulfilled). 2. Case Two is considered completed and fulfilled. 3. GPS will dismantle the pipeline, and its supporting facilities located on Pertagas's land, with the dismantling costs fully borne by GPS. Regarding the settlement of Case Two, on April 30, 2025, Pertagas and CL signed the Minutes on the Apportionment of Joint Liability Value. The Minutes states that Pertagas's portion of the joint liability is Rp58.579.316.488. For the joint and several liability value of Rp58,579,316,488 (fifty-eight billion five hundred seventy-nine million three hundred sixteen thousand four hundred eighty-eight Rupiah), the obligation has been fully settled by Pertagas to CL.	

PERKARA PENTING YANG DIHADAPI OLEH ANGGOTA DIREKSI DAN ANGGOTA DEWAN KOMISARIS PGN

Sepanjang tahun 2025, seluruh anggota Direksi maupun anggota Dewan Komisaris yang sedang menjabat tidak terlibat dalam perkara penting apapun, baik perkara pidana dan/atau perkara perdata.

PERKARA PENTING YANG DIHADAPI OLEH ANGGOTA DIREKSI DAN ANGGOTA DEWAN KOMISARIS ENTITAS ANAK

Sepanjang tahun 2025 seluruh anggota Direksi dan anggota Dewan Komisaris Entitas Anak yang sedang menjabat tidak terlibat dalam perkara penting apapun, baik perkara pidana dan/atau perkara perdata.

IMPORTANT CASES FACED BY MEMBERS OF THE BOARD OF DIRECTORS AND MEMBERS OF THE BOARD OF COMMISSIONERS OF PGN

Throughout 2025, all serving members of the Board of Directors and the Board of Commissioners were not involved in any important cases, whether criminal and/or civil cases.
Important Cases Faced by Members of the Board of

DIRECTORS AND MEMBERS OF THE BOARD OF COMMISSIONERS OF SUBSIDIARIES

Throughout 2025, all serving members of the Board of Directors and the Board of Commissioners of Subsidiaries were not involved in any important cases, whether criminal and/or civil cases.

INFORMASI TENTANG SANKSI ADMINISTRATIF
INFORMATION ON ADMINISTRATIVE SANCTIONS

SANKSI ADMINISTRATIF DARI OTORITAS TERKAIT

Sepanjang tahun 2025, tidak terdapat sanksi administratif yang material yang dikenakan otoritas pasar modal atau otoritas lainnya kepada PGN, anggota Dewan Komisaris, dan Direksi.

SANKSI ATAS KETIDAKPATUHAN TERHADAP HUKUM ATAU PERATURAN TERKAIT DENGAN TRANSAKSI PIHAK BERELASI YANG SIGNIFIKAN ATAU MATERIAL

Tidak ada kasus ketidakpatuhan terhadap hukum, aturan dan peraturan yang berkaitan dengan transaksi dengan pihak berelasi yang signifikan atau material.

SANKSI DARI REGULATOR TERKAIT PERISTIWA PENTING

Sepanjang tahun 2025, PGN tidak pernah mendapatkan sanksi dari regulator yang disebabkan oleh tidak membuat pengumuman dalam jangka waktu yang ditentukan untuk peristiwa penting.

SANKSI TERKAIT PERATURAN PENCATATAN

Sepanjang tahun 2025, PGN tidak pernah mendapatkan sanksi terkait peraturan pencatatan. PGN selalu berupaya mematuhi aturan, regulasi, ketentuan dan/atau peraturan pencatatan dari regulator baik aturan pengungkapan maupun aturan terkait lainnya.

SANKSI TERKAIT PERATURAN PERPAJAKAN

PGN tidak memperoleh putusan bersalah dari pengadilan pajak tertinggi terkait masalah perpajakan apa pun selama tiga tahun terakhir.

ADMINISTRATIVE SANCTIONS FROM RELEVANT AUTHORITIES

Throughout 2025, no material administrative sanctions were imposed by the Capital Market Authority or other authorities on PGN, members of the Board Commissioners and the Board of Directors.

SANCTIONS FOR NON-COMPLIANCE WITH LAWS OR REGULATIONS PERTAINING TO SIGNIFICANT OR MATERIAL RELATED-PARTY TRANSACTIONS

There were no instances of non-compliance with applicable laws, rules, and regulations pertaining to significant or material related party transactions.

SANCTIONS FROM REGULATORS RELATED TO IMPORTANT EVENTS

Throughout 2025, PGN did not receive any sanctions from regulators for failing to make announcements within the required timeframe for important events.

SANCTIONS RELATED TO LISTING REGULATIONS

Throughout 2025, PGN did not incur any sanctions from regulators related to listing regulations. PGN consistently strives to comply with all rules, regulations, provisions, and/or listing requirements issued by regulators, including disclosure obligations and other relevant stipulations.

SANCTIONS RELATED TO TAX REGULATIONS

Over the past three years, PGN did not receive any guilty verdict from the highest tax court regarding tax matters.

PENGELOLAAN DAN PENGENDALIAN ASPEK PERPAJAKAN

MANAGEMENT AND CONTROL OF TAX ASPECTS



PGN memandang perpajakan tidak hanya sebagai kewajiban hukum semata, melainkan juga sebagai elemen integral dalam manajemen keuangan yang berdampak pada keseimbangan dan pertumbuhan Perusahaan. Pengelolaan dan pengendalian aspek perpajakan menjadi tanggung jawab strategis yang memegang peranan penting dalam keberlanjutan dan keberhasilan suatu organisasi.

PGN terus mengelola dan meminimalkan risiko perpajakan yang mencakup pemahaman mendalam terhadap peraturan perpajakan, pengoptimalan struktur perpajakan, serta penerapan kebijakan internal yang memastikan bahwa pelaksanaan pemenuhan hak dan kewajiban perpajakan Perseroan telah dilakukan sesuai dengan ketentuan peraturan perundang-undangan perpajakan yang berlaku.

Pemahaman atas pengelolaan dan pengendalian aspek perpajakan membuahkan hasil yang baik bagi Perusahaan, yakni PGN mampu memitigasi risiko pengenaan sanksi perpajakan secara optimal yang dibuktikan dengan tidak adanya penerbitan Surat Ketetapan Pajak Kurang Bayar (SKPKB) maupun Surat Tagihan Pajak (STP) dalam tiga tahun terakhir.

PGN views taxation as not solely a legal obligation, but as an integral element of financial management that affects the Company's balance and growth. The management and control of taxation aspects constitute a strategic responsibility that plays a vital role in the sustainability and success of the organization.

PGN continues to manage and minimize tax risks through a thorough understanding of tax regulations, optimization of the tax structures, and implementation of internal policies to ensure that the Company's tax rights and obligations are carried out in accordance with the provisions of the relevant tax laws and regulations.

Understanding tax management and control led to positive results for the Company, which is that PGN is able to optimally mitigate the risk of imposition of tax sanctions, as evidenced by no issuance of Underpayment Tax Assessment Letters (SKPKB) or Tax Collection Letters (STP) in the last three years.

KODE ETIK PERUSAHAAN
COMPANY'S CODE OF ETHICS

99,57%

Deklarasi Kepatuhan Code of Conduct melalui COMPOLS
Compliance with Code of Conduct Declaration through COMPOLS

PGN memiliki Pedoman Perilaku Etika / *Code of Conduct* (COC) yang telah ditetapkan pada 29 Agustus 2024. COC merupakan kode etik perusahaan dan menjadi acuan berperilaku etis untuk Perwira Subholding Gas dalam menjalankan segenap aktivitas bisnis guna mencapai visi, misi, dan tujuan Perseroan. Agar dapat diketahui semua pihak, Pedoman Perilaku Etika secara lengkap dapat dilihat dalam situs web PGN https://pgn.co.id/tata-kelola.

Pedoman Perilaku Etika (*Code of Conduct)* menjadi acuan Perseroan dalam menghadapi berbagai resiko bisnis sebagaimana yang dimaksud dalam Pedoman ini di antaranya meminimalkan risiko potensi terjadinya konflik kepentingan maupun permasalahan hukum akibat kelalaian yang dilakukan oleh Insan Perwira PGN, serta menjadi sarana untuk menciptakan dan memelihara lingkungan kerja positif yang mendukung perilaku berintegritas dari Insan Perwira PGN termasuk kepatuhan terhadap hukum dan peraturan, pencegahan benturan kepentingan, pengendalian gratifikasi dan penyuapan, serta penerapan praktik usaha yang adil dan transparan.

Code of Conduct disusun dalam rangka upaya untuk mencegah ketidakpatuhan dan meminimalkan potensi terjadinya perilaku tidak etis. Pelanggaran atas penegakan penerapan *Code of Conduct* dilakukan melalui mekanisme pembinaan, pemberian sanksi disiplin, serta tindakan perbaikan dan pencegahan sesuai ketentuan internal Perseroan dan Perjanjian Kerja Bersama. Perseroan telah menyediakan *Whistleblowing System* (WBS) sebagai sarana bagi pekerja maupun pemangku kepentingan untuk melaporkan dugaan pelanggaran secara rahasia.

Dalam kerangka kerja pengelolaan risiko yang terintegrasi untuk menyelaraskan tujuan bisnis dengan aturan, risiko, dan tata kelola ini secara berkala dimonitor dan dievaluasi guna memastikan penerapan standar etika yang konsisten di seluruh lingkungan Subholding Gas.

PGN has established its Code of Conduct (COC), which was enacted on August 29, 2024. The COC serves as the Company's code of ethics and provides a reference for Gas Subholding Employees in conducting all business activities to achieve the Company's vision, mission, and objectives. To ensure broad accessibility, the complete Code of Conduct is available on PGN's website at https://pgn.co.id/tata-kelola.

The Code of Conduct serves as a reference for the Company in facing various business risks as referred to in this Code, including minimizing the risk of potential conflicts of interest and legal issues resulting from negligence by PGN's employees. It also serves as a means to create and maintain a positive work environment that promotes behavior with integrity by PGN's employees, including compliance with laws and regulations, preventing conflicts of interest, controlling bribery and bribery, and implementing fair and transparent business practices.

The Code of Conduct has been established to prevent non-compliance and minimize the potential for unethical behavior. Violations of the Code of Conduct are addressed through coaching mechanisms, imposition of disciplinary sanctions, and corrective and preventive measures in accordance with the Company's internal regulations and the Collective Labor Agreement. The Company has established a Whistleblowing System (WBS) as a means for employees and stakeholders to report suspected violations confidentially.

Within an integrated risk management framework, which aligns business objectives with regulations, risks, and governance, these are periodically monitored and evaluated to ensure consistent ethical standards are implemented throughout the Gas Subholding.



Penerapan Pedoman Perilaku Etika bersifat wajib bagi Perwira Subholding Gas, termasuk bagi seluruh jajaran Dewan Komisaris dan Direksi. Hal ini merupakan perwujudan bentuk komitmen manajeman atas/*top level management* untuk menjadi *role model* atas perilaku etis.

Dalam pelaksanaannya, deklarasi pemahaman perilaku etika ini diujikan setiap tahun melalui aplikasi COMPOLS (Compliance Online Systems) dan GOLS (GCG Online Systems). Selain itu Pedoman Perilaku Etika menjadi referensi atas pedoman lain, diantaranya Pedoman Benturan Kepentingan, Pedoman Pengendalian Gratifikasi, Pedoman Sistem Manajemen Anti Penyuapan.

Penanggung jawab pelaksanaan penerapan etika ini berada dalam kewenangan Group Head, Legal Counsel and Compliance. Pada tahun 2025 deklarasi kepatuhan COC melalui aplikasi COMPOLS sebagai bentuk pernyataan komitmen atas Kode Etik Perusahaan mencapai 99,57%, membuktikan komitmen seluruh Perwira Subholding Gas yang tinggi akan kepatuhan terhadap kode etik Perusahaan.

The implementation of the Code of Conduct is mandatory for all Gas Subholding Employees, including members of the Board of Commissioners and the Board of Directors. This reflects the commitment of top-level management to act as role models in upholding ethical standards.

In practice, the declaration of understanding and compliance with ethical conduct is assessed annually through the COMPOLS (Compliance Online Systems) and GOLS (GCG Online Systems) applications. The Code of Conduct also serves as a reference for other governance policies, including the Conflict of Interest Guidelines, Gratification Control Guidelines, and the Anti-Bribery Management System Guidelines.

The responsibility for overseeing the implementation of ethical compliance lies in the Group Head, Legal Counsel and Compliance. In 2025, the Code of Conduct compliance declaration submitted through the COMPOLS application reached 99.57%, demonstrating the strong commitment of all Gas Subholding Employees to adherence to the Company's ethical standards.

POKOK-POKOK KODE ETIK

Pedoman Perilaku Etika merupakan sekumpulan norma, nilai serta tindak perbuatan yang menjadi standar perilaku yang ideal bagi Perusahaan. Perilaku yang ideal tersebut wajib diterapkan dalam menjalani kegiatan sehari-hari di Perusahaan, sekaligus merupakan nilai-nilai luhur yang menjadi budaya kerja Perusahaan.

Etika Usaha

Pedoman Perilaku Etika bab Etika Usaha PGN berisi tentang standar perilaku yang harus dilaksanakan pada saat PGN berelasi dengan para pemangku kepentingan. Hal ini terlihat dari upaya yang dilakukan Perusahaan dalam hal keterbukaan informasi, perlakuan setara dan pemenuhan hak pemangku kepentingan, anti monopoli, perlindungan hak asasi manusia, gratifikasi, perlindungan hak kekayaan intelektual dan lain-lainnya. Beberapa Etika Usaha yang berlaku bagi Perwira Subholding Gas diantaranya:

1. Etika Perseroan dengan Perwira Subholding Gas
2. Etika Perseroan dengan Pelanggan
3. Etika Perseroan dengan Penyedia Barang dan Jasa
4. Etika Perseroan dengan Kreditur
5. Etika Perseroan dengan Kompetitor
6. Etika Perseroan dengan Holding/Anak Perusahaan/Afiliasi
7. Etika Perseroan dengan Pemerintah
8. Etika Perseroan dengan Masyarakat
9. Etika Perseroan dengan Pemegang Saham
10. Etika Perseroan dengan Pemasok Gas Bumi
11. Etika perseroan dengan Media
12. Etika Perseroan dengan Komunitas/Organisasi Profesi

Etika Kerja

Pedoman Perilaku Etika bab Etika Kerja yang menjadi panduan bagi Perwira Subholding Gas dalam melaksanakan tugas dan tanggung jawabnya. Beberapa Etika Kerja yang berlaku bagi Perwira Subholding Gas sebagai berikut:

1. Komitmen Individu
2. Kerja Sama Antar Perwira Subholding Gas
3. Kepatuhan Terhadap Hukum dan Peraturan
4. Benturan Kepentingan
5. Penerima Hadiah
6. Pemberi Hadiah
7. Perlindungan Aset PGN
8. Mencatat Data dan Pelaporan
9. Menjaga Kerahasiaan Data dan Informasi Perseroan

CODE OF ETHICS PRINCIPLES

Code of Conducts are a set of norms, values, and actions that represent the Company's ideal standards of behavior. This ideal behavior must be implemented in the Company's daily operations while also representing the high values that define the Company's work culture.

Business Ethics

The Business Ethics chapter of PGN's Code of Conducts outlines the behavioral standards that must be upheld when PGN interacts with stakeholders. This is reflected in the Company's efforts in information disclosure, equal treatment and fulfillment of stakeholder rights, anti-monopoly, human rights protection, gratification, intellectual property protection, and other areas. Gas Subholding Employees should adhere to the following business ethics:

1. Company Ethics with Gas Subholding Employees
2. Company Ethics with Customers
3. Company Ethics with Goods and Service Providers
4. Company Ethics with Creditors
5. Company Ethics with Competitors
6. Company Ethics with Holding Companies/Subsidiaries/Affiliates
7. Company Ethics with the Government
8. Company Ethics with the Communities
9. Company Ethics with Shareholders
10. Company Ethics with Natural Gas Suppliers
11. Company Ethics with Media
12. Company Ethics with the Professional Communities/Organizations

Work Ethics

The Work Ethics chapter of PGN's Code of Conducts serves as guidelines for Gas Subholding Employees in performing their duties and responsibilities. Gas Subholding Employees should adhere to the following work ethics:

1. Individual Commitment
2. Cooperation between Gas Subholding Employees
3. Compliance with Laws and Regulations
4. Conflict of Interest
5. Gift Recipients
6. Gift Givers
7. PGN Asset Protection
8. Recording Data and Reporting
9. Maintain the Confidentiality of Company Data and Information

10. Hak Atas Kekayaan Intelektual (HAKI)
11. Keselamatan dan Kesehatan Kerja serta Pengelolaan Lingkungan
12. Aktivitas Politik
13. Integritas Laporan Keuangan
14. Informasi Orang Dalam (*Insider Trading*)
15. Penggunaan Media Sosial

Kebijakan Sosial dan Politik

PGN mengalokasikan dana untuk melaksanakan program dan kegiatan Corporate Social and Responsibility (CSR) sesuai Peraturan Menteri BUMN Nomor PER-01/MBU/03/2023 tanggal 24 Maret 2023 tentang Penugasan Khusus dan Program TJSL BUMN, serta mengacu pada berbagai regulasi terkait TJSL.

Dana tersebut merupakan salah satu komitmen serta kontribusi PGN dalam jangka panjang kepada lingkungan dan masyarakat, khususnya komunitas di sekitar lokasi jaringan (*site*) dan kantor PGN. Informasi secara rinci terkait dengan kegiatan CSR PGN selama tahun 2025 disampaikan pada Laporan Keberlanjutan 2025 yang dibuat secara terpisah namun merupakan bagian yang tidak terpisahkan dari Laporan Tahunan ini.

PGN juga tidak terlibat dalam kegiatan lobi politik maupun pembiayaan aktivitas politik atas nama Perseroan. PGN telah berkomitmen penuh untuk tidak memberikan dana untuk kegiatan partai politik manapun selaras dengan Surat Edaran Direksi Nomor: 034300.SE/KP.04/HCGS/2023 tanggal 10 November 2023 tentang Keterlibatan Direksi, Dewan Komisaris/Dewan Pengawas, Organ Pendukung Dewan Komisaris/Dewan Pengawas serta Seluruh Pekerja di Lingkungan Subholding Gas Pada Penyelenggaraan Pemilihan Umum, Pemilihan Kepala Daerah, dan/atau Sebagai Pengurus Partai Politik atau Pejabat Kepala Daerah dan Wakil Kepala Daerah.

Namun demikian, PGN memberikan kebebasan kepada seluruh karyawan untuk menyalurkan aspirasinya melalui kegiatan politik, namun dengan senantiasa menjaga netralitas, tidak terlibat dalam politik praktis dan tidak menjadi anggota parlemen, legislatif atau eksekutif dengan batasan-batasan tertentu untuk menghindari munculnya potensi benturan kepentingan (*conflict of interest)*. Perwira yang terlibat dalam aktivitas politik wajib berperilaku etis dengan mengacu pada Pedoman Perilaku Etika.

10. Intellectual Property Rights
11. Occupational Health and Safety and Environmental Management
12. Political Activities
13. Integrity of Financial Statements
14. Insider Trading
15. Use of Social Media

Sociopolitical Policy

PGN allocates funds to carry out Corporate Social Responsibility (CSR) programs and activities according to Regulation of SOEs Minister Number PER-01/MBU/03/2023 dated March 24, 2023 on Special Assignments and Corporate Social Responsibility (TJSL) Programs of SOEs, referring to multiple regulations related to TJSL.

The funds are proof of PGN's commitment and long-term contribution to the environment and society, especially communities around its sites and offices. Detailed information on PGN's CSR activities throughout 2025 is presented in the 2025 Sustainability Report that was prepared separately but remains an integral part of this Annual Report.

PGN is also not involved in political lobbying activities or financing political activities on behalf of the Company. PGN has fully committed to not providing funds for any political party activities aligned with Circular of the Board of Directors Number: 034300.SE / KP.04 / HCGS/2023 dated November 10, 2023 on the Involvement of the Board of Directors, Board of Commissioners/Board of Supervisors, Supporting Organs of the Board of Commissioners/Board of Supervisors and All Employees in the Gas Subholding in the Implementation of General Elections, Regional Head Elections, and/or as Political Party Administrators or Regional Head and Vice Regional Head Officials.

Nevertheless, PGN allows all employees the freedom to express their aspirations through political activities, while always maintaining neutrality, not engaging in practical politics nor becoming members of parliament, the legislature, or the executive branch, with certain limitations to avoid potential conflicts of interest. Employees involved in political activities are obliged to behave ethically in accordance with the Code of Conduct.

PERNYATAAN KODE ETIK BERLAKU BAGI SELURUH LEVEL ORGANISASI

Pedoman Perilaku Etika PGN wajib dipatuhi dan dilaksanakan oleh seluruh Perwira Subholding Gas di semua level organisasi termasuk oleh Dewan Komisaris dan Direksi, dalam melaksanakan Etika Kerja dan Etika Usaha secara konsisten sebagai budaya kerja dalam aktivitas sehari hari. Pernyataan komitmen kepatuhan kode etik wajib disampaikan setiap tahun melalui aplikasi COMPOLS.

SOSIALISASI KODE ETIK

PGN terus melakukan sosialisasi kode etik melalui berbagai media berikut:

1. *Website* Perusahaan https://pgn.co.id.
2. Portal internal PGN-Quality: www.pgnq.pgn.co.id; yaitu Aplikasi PGN-Q merupakan sistem informasi kumpulan Dokumen Acuan Kerja yang dimiliki oleh Perseroan untuk kepentingan Perwira Subholding Gas dalam memperoleh informasi dokumen yang berkaitan dengan prosedur dan operasi bisnis Perseroan.
3. Aplikasi Compliance Online Systems (COMPOLS) merupakan sistem informasi digital yang diterapkan bagi seluruh Perwira Pertamina Group sebagai sarana untuk meningkatkan *awareness* GCG meliputi pemahaman terhadap etika, saluran pelaporan pelanggaran WBS, benturan kepentingan, pengendalian gratifikasi/anti penyuapan/korupsi, wajib lapor LHKPN dan digunakan oleh Perwira Subholding Gas untuk menyatakan komitmennya dalam menerapkan prinsip-prinsip GCG dan nilai-nilai Budaya Perusahaan.

STATEMENT OF CODE OF ETHICS APPLICABLE TO ALL ORGANIZATION LEVELS

The Code of Conduct of PGN must be adhered to and implemented by all Gas Subholding Employees at all organization levels, including the Board of Commissioners and the Board of Directors, in consistently implementing the Work Ethics and Business Ethics as a work culture in daily activities. A statement of commitment to compliance with the code of ethics must be submitted annually through the COMPOLS application.

OUTREACH OF THE CODE OF ETHICS

PGN continues to disseminate the code of ethics through the following media:

1. Company website https://pgn.co.id.
2. PGN-Quality internal portal (ww.pgnq.pgn.co.id), an information system for a collection of Work Reference Documents owned by the Company for Gas Subholding Employees to obtain information on documents related to the procedures and business operations of the Company.
3. The Compliance Online Systems (COMPOLS) application is a digital information system applied for all Pertamina Group Employees as a means to raise GCG awareness including understanding of ethics, WBS channels, conflicts of interest, control of gratification/anti-bribery/corruption, mandatory LHKPN reporting and is used by Gas Subholding Employees to state their commitment to implementing GCG principles and Corporate Culture values.



4. Aplikasi GCG Online System (GOLS) merupakan sistem informasi digital sebagai sarana Perseroan untuk meningkatkan *awareness* GCG dan salah satu sarana bagi Perwira Subholding Gas di AP/Afiliasi untuk menyatakan komitmennya dalam menerapkan prinsip-prinsip GCG dan nilai-nilai Budaya Perusahaan.
5. Melalui media lain yang dimiliki Perseroan, seperti: media sosial, *banner, flyer*, dan media *advertising* lainnya pada area kantor Perseroan.

UPAYA PENERAPAN DAN PENEGAKAN KODE ETIK

Perseroan menerapkan dan menegakkan kode etik yang dilakukan antara lain dengan:

1. Direksi memutuskan pemberian tindakan pembinaan, sanksi disiplin dan/atau tindakan perbaikan serta pencegahan yang harus dilaksanakan oleh atasan langsung di satuan/ unit kerja masing-masing;
2. Perwira Subholding Gas yang melakukan penyimpangan Etika Usaha dan Etika Kerja memiliki hak untuk didengar penjelasannya di hadapan atasan langsung sebelum pemberian tindakan pembinaan atau hukuman disiplin, mengacu kepada Perjanjian Kerja Bersama;
3. Pelaksanaan tindakan pembinaan, hukuman disiplin dan/ atau tindakan perbaikan serta pencegahan dilakukan oleh atasan langsung, mengacu kepada Perjanjian Kerja Bersama; dan
4. Perseroan menyusun ketentuan yang mengatur mengenai mekanisme pelaporan atas dugaan penyimpangan (*Whistleblowing System*), yang diatur secara tersendiri.
5. Perseroan menetapkan fungsi FKAP (Fungsi Kepatuhan Anti Penyuapan) memiliki tanggung jawab dan wewenang untuk melaksanakan penerapan sistem manajemen anti penyuapan.

SANKSI UNTUK PELANGGARAN KODE ETIK

Sanksi yang dikenakan untuk setiap pelanggaran etika usaha disesuaikan dengan peraturan yang berlaku dan dokumen perikatan terkait lainnya. Sanksi terhadap pelanggaran etika kerja diatur dalam Perjanjian Kerja Bersama antara Perusahaan dan Perwira Subholding Gas.

4. GCG Online System (GOLS) application, a digital information system used by the Company as a means to increase awareness of GCG and by Gas Subholding Employees at Subsidiaries/Affiliates as a means to state their commitment to implementing GCG principles and Corporate Culture values.
5. Other media owned by the Company, such as social media, banners, flyers, and other advertising media in office areas of the Company.

MEASURES TO IMPLEMENT AND ENFORCE THE CODE OF ETHICS

The Company implements and enforces the code of ethics through the following measures:

1. The Board of Directors decides on the imposition of guidance measures, disciplinary sanctions, and/ or corrective and preventive measures that must be implemented by the direct superior in each work unit;
2. Gas Subholding Employees committing deviations from Business Ethics and Work Ethics have a right to be heard before their direct superior prior to the imposition of guidance measures or disciplinary punishment, referring to the Collective Labor Agreement;
3. Guidance measures, disciplinary punishments and/ or corrective and preventive measures are carried out by direct superiors, referring to the Collective Work Agreement;
4. The Company formulates provisions that regulate the mechanisms for reporting suspected deviations (Whistleblowing System), regulated separately;
5. The Company stipulates that the Anti-Bribery Compliance Function (FKAP) has the responsibility and authority to implement an anti-bribery management system.

SANCTIONS FOR VIOLATIONS OF THE CODE OF ETHICS

The sanctions imposed for every violation of business ethics are aligned with applicable regulations and other relevant binding documents. Sanctions for violations of work ethics are regulated in the Collective Work Agreement between the Company and Gas Subholding Employees.

PELANGGARAN KODE ETIK DAN PEMBERIAN SANKSI TAHUN 2025

PGN memiliki Pedoman Perilaku Etika sebagai acuan perilaku bagi insan Perwira PGN dalam mengelola Perseroan guna mencapai visi, misi, dan tujuan Perseroan. Dalam pelaksanaannya pengelolaan pelanggaran kode etik, penanganan insiden atau pelanggaran terkait etika, PGN telah memiliki sistem pelaporan melalui *channel digital Whistleblowing* (www.wbs.pgn.co.id).

Sistem pelaporan ini memungkinkan pihak internal maupun eksternal untuk melaporkan dugaan pelanggaran etika usaha maupun etika kerja. Insan Perwira PGN yang terbukti melakukan penyimpangan dapat dikenakan tindakan sesuai dengan ketentuan yang tercantum dalam kebijakan internal PGN dan Perjanjian Kerja Bersama (PKB).

Hingga akhir tahun 2025, setiap pelanggaran terhadap etika akan diberikan sanksi sesuai dengan Perjanjian Kerja Bersama antara Perusahaan dan Pekerja.

MONITORING DAN EVALUASI

Perseroan melakukan *monitoring* dan evaluasi secara berkala terhadap penerapan Pedoman Perilaku Etika dengan melaksanakan *Assessment* GCG. Perseroan juga terus melakukan dengan berkelanjutan selaras dengan peraturan perundang-undangan yang berlaku, menyesuaikan perkembangan dan kebutuhan Perseroan, serta rekomendasi hasil *assessment* GCG.

VIOLATIONS OF THE CODE OF ETHICS AND IMPOSITION OF SANCTIONS IN 2025

PGN has a Code of Conduct as a behavioral guideline for PGN Employees in managing the Company to achieve its vision, missions, and objectives. To manage violations of the code of ethics, incidents, or ethical violations, PGN has a reporting system that can be accessed through the digital Whistleblowing channel (www.wbs.pgn.co.id).

This reporting system allows internal and external parties to report suspected violations of business ethics and work ethics. PGN Employees proven to have committed a violation may be subjected to measures based on the provisions outlined in PGN's internal policies and the Collective Labor Agreement (CLA).

As of the end of 2025, every violation of ethics will be sanctioned in accordance with the Collective Labor Agreement between the Company and Employees.

MONITORING AND EVALUATION

The Company regularly monitors and evaluates the implementation of the Code of Conduct by carrying out GCG Assessment. The Company also continues to conduct it sustainably adhering to applicable laws and regulations, adapting to the Company's developments and needs, as well as recommendations from the GCG assessment results.

PENGEMBANGAN BUDAYA PERUSAHAAN PGN DAN PENINGKATAN *EMPLOYEE ENGAGEMENT* TERHADAP PERUSAHAAN

DEVELOPMENT OF PGN CORPORATE CULTURE AND INCREASED EMPLOYEE ENGAGEMENT WITH THE COMPANY

PGN berkomitmen penuh menginternalisasi nilai-nilai utama organisasi sebagai fondasi budaya kerja perusahaan. Seluruh Perwira Subholding Gas mengemban peran strategis sebagai *Agent of Change* guna memastikan nilai-nilai tersebut terwujud secara nyata dalam perilaku keseharian. Melalui semangat One Pertamina, PGN melakukan penyelarasan visi, perilaku kerja yang spesifik, serta pencapaian hasil utama yang terukur demi mewujudkan tujuan bersama.

Sebagai bagian dari komitmen terhadap standar kerja yang unggul, PGN menjadikan prinsip etika kerja perusahaan sebagai basis budaya organisasinya. Seluruh elemen di Subholding Gas berperan aktif mempelopori transformasi demi menciptakan keselarasan di bawah naungan One Pertamina. Upaya ini fokus pada penyatuan tujuan bersama dan penerapan perilaku kunci guna mencapai target-target strategis perusahaan secara kolektif.

Dengan semangat One Pertamina, penerapan budaya Perusahaan di tahun 2025 dituangkan menjadi tiga program utama yakni Program Standard (*One Hour Meeting*), Program Mandatory (*One Action*), serta Program Spesifik (*One Kolab*), yaitu:

1. One Hour Meeting - Clear and Effective Meeting
   Program standar yang dilakukan dengan tujuan membangun budaya *meeting* yang efektif dan efisien di lingkungan Pertamina Group dengan menyusun perencanaan *meeting* terencana, pelaksanaan *meeting* tepat waktu dengan risalah *meeting* dan tindak lanjut yang jelas;
2. One Action - Coffee Morning Briefing Online/Offline (C'Mon Bro)
   Program *mandatory* yang ditujukan untuk memberikan kualitas terbaik dalam setiap aspek pekerjaan, yang bentuknya bisa melalui rapat koordinasi rutin masing-masing Satuan Kerja yang berfokus pada program kerja dan upaya pencapaian target kinerja dengan menekankan kaidah C2NO (Compliance, No Delay, No Mistakes) sebagai nilai utama pelaksanaan *One Action*;
3. One Kolab
   Program spesifik/unggulan dari fungsi yang bertujuan untuk meningkatkan kinerja, kolaborasi, serta pencapaian dari setiap fungsi yang ada di dalam Pertamina Group dengan membuat program yang disusun berdasarkan poin-poin survei atau peluang bisnis yang dimiliki setiap fungsi.

PGN is consistently committed to internalizing the organization's core values as the foundation of the Company's work culture. All Gas Subholding Employees play a strategic role as Agent of Change, ensuring these values are effectively realized in daily behavior. Through the One Pertamina spirit, PGN aligns its vision, specific work behaviors, and measurable key results to achieve shared goals.

As part of its commitment to upholding high work standards, PGN establishes its work ethics principle as the foundation of its organizational culture. All elements of the Gas Subholding play active roles in pioneering transformation to create harmony under One Pertamina. This effort focuses on the unity of common objectives and implementation of key behaviors to collectively achieve strategic targets of the company.

With the spirit of One Pertamina, implementation of corporate culture in 2025 is outlined into three main programs, namely Standard Program (One Hour Meeting), Mandatory Program (One Action), and Specific Program (One Collaboration) as follows:

1. One Hour Meeting - Clear and Effective Meeting
   It is a standard program that aims to establish an effective and efficient meeting culture within Pertamina Group, achieved by formulating meeting plans and executing meetings on time with minutes of meeting and clear follow-up actions;

2. One Action - Online/In-person Morning Coffee Briefing (C'Mon Bro)
   This mandatory program aims to deliver the highest quality in all aspects of work, which can be implemented through regular coordination meetings within each Work Unit, focusing on work programs and initiatives to achieve performance targets, while emphasizing the C2NO (Compliance, No Delay, No Mistakes) principle as the core value of One Action implementation.
3. One Collaboration
   This specific/flagship program aims to increase the performance, collaboration, and achievement of all functions within Pertamina Group through programs designed based on survey points or business opportunities of every function.

PGN juga melaksanakan kegiatan penguatan program budaya lain sebagai tindak lanjut dari program yang dibuat agar pelaksanaan budaya di setiap Satuan Kerja/Anak Perusahaan berjalan terarah dan mencapai target yang telah ditentukan. Beberapa kegiatan penguatan program budaya yang dilakukan yaitu:

1. Uji Pemahaman Program Budaya, yaitu program berupa *quiz* atau uji pengetahuan mengenai pelaksanaan Program Budaya dan One Pertamina setiap Pekerja dan Mitra Kerja yang ada di setiap Satuan Kerja/Anak Perusahaan dengan tujuan sebagai salah satu sarana meningkatkan *knowledge* serta *awareness* terhadap program budaya yang dilakukan.
2. *Monitoring* dan Evaluasi Program Budaya, yaitu berupa kegiatan *monitoring* pelaksanaan budaya serta kegiatan evaluasi yang dilakukan bersama Leader. Tujuan yang diharapkan adalah implementasi program budaya yang dilaksanakan sesuai dengan semangat One Pertamina, serta kaidah yang sudah ditentukan.
3. *Reward and Consequences*, yaitu implementasi pemberian *reward* serta *consequences* kepada pekerja ataupun mitra kerja atas pelaksanaan budaya di setiap Satuan Kerja/Anak Perusahaan. Tujuan yang diharapkan adalah dapat mendorong pekerja maupun mitra kerja untuk melaksanakan budaya dengan lebih baik dan maksimal.
4. *Sharing* Budaya, yaitu *sharing* mengenai pelaksanaan serta dampak dari program budaya yang dilaksanakan antar fungsi/perusahaan/SH. Dengan tujuan dapat menginspirasi dan mendorong pelaksanaan budaya di fungsi yang mendapatkan *sharing*.
5. Artefak Visual, yaitu pengadaan artefak dengan nilai dan semangat One Pertamina, Program Budaya serta Sistem Kerja yang terintegrasi dengan tujuan untuk memastikan *core values* dan program budaya menjadi kebiasaan sehari-hari dari setiap fungsi dalam menjalankan proses bisnisnya.

Perusahaan secara berkesinambungan menginternalisasi Program Budaya AKHLAK Subholding Gas melalui mekanisme evaluasi berkala yang komprehensif, yaitu melalui Program Living Core Values (LCV), dengan tema ONE Pertamina untuk Swasembada Energi Indonesia. Proses ini dijalankan setiap bulan melalui metode self-assessment yang difasilitasi oleh Perwira Ksatriya (Pertamina Wira Komunitas Internalisasi Budaya). LCV memastikan Core Values Perusahaan terimplementasikan dengan baik dalam kehidupan pekerjaan sehari-hari baik oleh Leader, Pekerja dan Mitra Kerja.

PGN also runs other activities to strengthen cultural programs as a follow-up to programs designed to ensure that culture implemented in each Work Unit/Subsidiary is focused and achieves predetermined targets. Some of the activities include:

1. Cultural Program Comprehension Test, a program in the form of a quiz or comprehension test regarding the implementation of Cultural Program and One Pertamina for each Employee or Work Partner in each Work Unit/Subsidiary, used as a means to increase knowledge and awareness of the ongoing cultural program.
2. Cultural Program Monitoring and Evaluation, comprises an activity to monitor the implementation of culture and an evaluation activity with Leaders. The purpose is to implement a cultural program in accordance with One Pertamina spirit and predetermined rules.
3. Rewards and Consequences, the granting of rewards and consequences to employees and work partners for cultural implementation at every Work Unit/Subsidiary. The purpose is to encourage employees and work partners to implement culture better and optimally.
4. Sharing Session on Culture, a sharing session discussing the implementation and impact of the cultural program carried out across functions/the company/Subholding. It aims to inspire and promote the implementation of culture within functions where the session is held.
5. Visual Artefact, the procurement of artefacts embodying the integrated values and spirit of One Pertamina, the Cultural Program, and Work System, with the purpose of ensuring the adoption of core values and the cultural program as a daily practice across all functions in conducting their business process.

The Company continuously internalizes the Gas Subholding AKHLAK Culture Program through a comprehensive periodic evaluation mechanism, namely through the Living Core Values (LCV) Program, with the theme ONE Pertamina for Indonesian Energy Self-Sufficiency. This process takes places on a monthly basis through a self-assessment method facilitated by Perwira Ksatriya (Pertamina Wira Internalization Culture Community). LCV ensures that the Company's Core Values are well implemented in daily work life by Leaders, Employees, and Work Partners.

Sebagai *agent of change* di setiap Satuan Kerja, Anak Perusahaan, maupun Afiliasi, para Perwira Ksatriya bertanggung jawab memastikan nilai-nilai organisasi terimplementasi secara nyata dan terukur di seluruh lini bisnis.

As agent of change in every Work Unit, Subsidiary, and Affiliate, Perwira Ksatriya are responsible for ensuring the organization's values are implemented in a tangible and measurable manner across all business lines.

Pemberian penghargaan kepada tiga unit kerja/anak perusahaan/afiliasi dengan skor pencapaian terbaik setiap bulannya dalam self assesment merupakan langkah strategis Perusahaan untuk senantiasa memotivasi dan menginspirasi seluruh insan organisasi dalam mengaktualisasikan budaya AKHLAK. Dengan adanya sistem penghargaan ini, diharapkan tercipta iklim kompetisi positif yang mendorong konsistensi implementasi budaya di seluruh lingkungan perusahaan.

Awarding three work units/subsidiaries/affiliates with the best achievement scores each month in self-assessment is a strategic step by the Company to continuously motivate and inspire all organizational people in actualizing the AKHLAK culture. With this award system, it is hoped that a positive competitive climate is created, encouraging consistent implementation of culture within the Company.

Berdasarkan hasil *self-assessment* yang telah dilakukan, Perusahaan mengadakan Perwira Ksatriya Award setiap satu tahun sekali yang bertujuan untuk memberikan apresiasi bagi Satuan Kerja/Anak Perusahaan/Afiliasi yang telah mengimplementasikan Budaya Perusahaan secara konsisten.

Based on the self-assessment results, the Company holds the Perwira Ksatriya Award annually to reward Work Units/ Subsidiaries/Affiliates that have consistently practiced Corporate Culture.

Kegiatan ini juga melibatkan seluruh Satuan Kerja/Anak Perusahaan/Afiliasi di lingkungan Subholding Gas dengan kategori meliputi The Best Perwira Ksatriya 2025, Top 3 Perwira Ksatriya in Working Unit, dan Top 3 Perwira Ksatriya in Subsidiary and Affiliation.

Furthermore, this activity involves all Work Units/ Subsidiaries/Affiliates within the Gas Subholding. The award categories consist of The Best Perwira Ksatriya of 2025, Top 3 Perwira Ksatriya in Work Units, and Top 3 Perwira Ksatriya in Subsidiaries and Affiliates.

PGN sebagai Subholding Gas ikut serta dalam Assessment Living Core Values (LCV) yang dilaksanakan oleh PT Pertamina (Persero), yang bertujuan untuk mengevaluasi implementasi dan komitmen para pemimpin/*leader* terhadap pelaksanaan program budaya di lingkungan Pertamina Group.

PGN as a Gas Subholding participates in the Assessment of Living Core Values (LCV) conducted by PT Pertamina (Persero), which aims at evaluating the implementation and commitment of leaders to running cultural programs within Pertamina Group.

LCV dilakukan oleh seluruh pejabat setara Vice President (VP) sejumlah 323 orang dan pejabat setara General Manager (GM) sejumlah 109 orang. Pada LCV tahun 2025, Subholding Gas berhasil memenangkan beberapa kategori sebagai berikut:

1. Best Leader GM Category diraih oleh:
   - Direktur Utama PT PGAS Solution
2. Best Engagement Team yang diraih oleh:
   - Direktur Utama PT Saka Energi Indonesia
   - Group Head, Engineering & Technology.
   - Division Head, Risk Strategy & Integrated Governance; dan
3. The Inspiring Leader diraih oleh:
   - Chief Audit Executive
   - Direktur Utama PT PGN LNG Indonesia

LCV is carried out by all officials at the Vice President (VP) level, totaling 323 individuals, and officials at the General Manager (GM) level, with 109 individuals. In the 2025 LCV, the Gas Subholding managed to win awards for the following categories:

1. Best Leader for GM Category, won by:
   - President Director of PT PGAS Solution
2. Best Engagement Team, won by:
   - President Director of PT Saka Energi Indonesia
   - Group Head, Engineering & Technology
   - Division Head, Risk Strategy & Integrated Governance
3. The Inspiring Leader, won by:
   - Chief Audit Executive
   - President Director of PT PGN LNG Indonesia

4. Best Incremental Improvement diraih oleh:
   - Direktur Utama PT Transportasi Gas Indonesia
5. Best Sustained Performance diraih oleh:
   - General Manager, Sales & Operation Region II

Secara keseluruhan PGN mendapatkan rata-rata skor Assessment LCV Pertamina sebesar 464,14 (dari 500), dengan status *Maturity Level Ownership*. Hal ini menunjukkan bahwa rata-rata *leader* yang berada di Subholding Gas sebagai *role model* telah menanamkan budaya dalam setiap elemen organisasi dan mengintegrasikannya ke dalam sistem manajemen. Serta telah berperan aktif dalam menggerakkan seluruh unit/fungsi di bawahnya untuk mengimplementasikan program budaya sesuai dengan *workplan*, dan demi mencapai *success indicator*.

4. Best Incremental Improvement, won by:
   - President Director of PT Transportasi Gas Indonesia
5. Best Sustained Performance, won by:
   - General Manager, Sales & Operation Region II

Overall, PGN achieved an average Pertamina LCV Assessment score of 464.14 (out of 500), with Maturity Level Ownership status. This demonstrates that the average leader in the Gas Subholding, acting as a role model, has instilled culture in every element of the organization and integrated it into the management system. They also play an active role in motivating all units/functions under their jurisdiction to implement cultural programs adhering to the work plan and to achieve success indicators.

PENINGKATAN *EMPLOYEE ENGAGEMENT*

INCREASING EMPLOYEE ENGAGEMENT

87,47 dari | of 100

Skor *Employee Engagement* 2025
2025 Employee Engagement Score

Dalam rangka meningkatkan *Employee Engagement,* PGN terus berupaya untuk menciptakan lingkungan kerja yang mendukung produktivitas, keamanan, keselamatan, dan kesehatan pekerja. Berbagai inisiatif perusahaan untuk mencapai hal tersebut di antaranya sebagai berikut:

- ***Respectful Workplace Commitment***, mendukung terciptanya lingkungan kerja yang menjunjung keberagaman, kesetaraan, dan inklusi serta bebas dari diskriminasi, kekerasan, dan pelecehan, sesuai dengan *Respectful Workplace Policy*;
- ***Cross Talent Mobility***, program ini bertujuan untuk mendapatkan *talent* yang berpengalaman di lingkungan holding migas, penguatan kompetensi, dan *melting culture;*
- ***Growth Corner***, merupakan salah satu program budaya di Perusahaan Gas Negara (PGN) yang hadir untuk mendukung dan memfasilitasi pengembangan diri para-Perwira di luar kompetensi utama yang terkait dengan pekerjaan;

In a bid to enhance Employee Engagement, PGN consistently strives to create a work environment that promotes employee productivity, security, safety, and health. Various company initiatives introduced to achieve this include as follows:

- **Respectful Workplace Commitment,** as a manifestation of PGN's commitment to promoting the creation of a work environment that upholds diversity, equity, and inclusion and is free from discrimination, violence, and harassment, in accordance with the Respectful Workplace Policy;
- **Cross Talent Mobility**, aims at creating experienced talents within the oil and gas holding, enhancing competencies, and melting culture;
- **Growth Corner**, a cultural program at Perusahaan Gas Negara (PGN) designed to support and facilitate the Employees' development beyond their job-related competencies.

- ***Agent of Change* (AOC)**, merupakan komunitas internalisasi budaya yang terdiri dari perwakilan setiap Satuan Kerja/ Anak Perusahaan/ Afiliasi. AOC bertugas untuk menjadi agen perubahan dalam menerapkan nilai-nilai budaya di masing-masing Satuan Kerja/Anak Perusahaan/Afiliasi, sehingga *core values* dapat dapat terinternalisasi ke seluruh Perwira Subholding Gas; dan
- **Komunitas Keberagaman dan Inklusi Perempuan Pertamina Tangguh Inspiratif Wibawa dan Integritas (Komunitas Pertiwi) Chapter Subholding Gas**, yang bertujuan untuk mendorong kesetaraan Perwira perempuan dalam meningkatkan kemampuan dan menyiapkan kader pemimpin berkontribusi ke sosial masyarakat, perusahaan, dan dunia. Kegiatan Pertiwi mencakup beberapa bidang untuk mencapat tujuan Pertiwi yaitu: Bidang Development, Bidang Wellbeing, Bidang Sustainability, dan Bidang Partnership & Communication.
- **Badan Pengurus Olahraga dan Seni (Baporseni) Subholding Gas**, yang dibentuk dalam rangka kontinuitas peningkatan kesehatan jasmani dan rohani serta menyalurkan bakat pekerja dalam bidang olahraga dan seni sehingga dapat menyokong *Employee Wellbeing*, yang dapat menunjang peningkatan kinerja pekerja.

- **Fasilitas Olahraga, Kesehatan, dan *Employee Assistance Program*.** Perusahaan menyediakan fasilitas olah raga dan fasilitas kesehatan untuk Pekerja untuk menjamin kebugaran dan kesehatan Pekerja. Selain itu, Perusahaan menyediakan fasilitas *Employee Assistance Program* sebagai sarana Pekerja untuk meningkatkan kesehatan mental Pekerja dan keluarga.

Program-program tersebut turut berkontribusi dalam meningkatkan *employee engagement* pekerja. Berdasarkan hasil *Employee Engagement Survey* pada 2025, PGN mendapatkan skor *Employee Engagement* sebesar 87,47 dari 100 (2024: 80,68 dari 100) tertinggi di Pertamina Group. Beberapa indikator penilaian yang digunakan antara lain Reputasi Organisasi, Kepemimpinan, Pekerjaan, Karir dan Pengembangan Diri, Kebutuhan Dasar, dan Hubungan Sosial.

Pencapaian tersebut menjadi mencerminkan bahwa pekerja PGN merasa terlibat dan terikat secara positif dengan pekerjaan yang diemban, dan sepakat dengan tujuan Perusahaan. Dengan demikian, secara tidak langsung pekerja PGN akan terus berupaya untuk selalu meningkatkan kinerja perusahaan.

- **Agent of Change (AOC)**, a cultural internalization community comprising representatives from each Work Unit/Subsidiary/Affiliate. AOC serves as agents of change in adopting cultural values within their respective Work Unit/Subsidiary/Affiliate, allowing core values to be internalized by all Gas Subholding Employees; and

- **Diversity and Inclusion Community for Resilient, Inspirational, Dignified, and Principled Women of Pertamina (Komunitas Pertiwi) Gas Subholding Chapter**, aims at promoting equality for female Employees in developing skills and preparing prospective leaders that contribute to the society, the company, and the world. To achieve its objectives, the activities of Komunitas Pertiwi cover multiple sectors, namely Development, Wellbeing, Sustainability, and Partnership & Communication.

- **The Sports and Arts Management Board (Baporseni) of Gas Subholding**, which was formed to continuously improve employee physical and mental health and channel employee talents in sports and arts, promotes Employee Wellbeing, thereby supporting improved employee performance.

- **Sports, Healthcare, and Employee Assistance Program Facilities.** The Company provides sports facilities and healthcare facilities for Employees to ensure their fitness and health condition. Additionally, the Company provides an Employee Assistance program facilities to help Employees and their families improve their mental health.

Such programs also contribute to enhancing employee engagement. According to the 2025 Employee Engagement Survey, PGN received an Employee Engagement score of 87.47 out of 100 (2024: 80.68 out of 100), the highest in Pertamina Group. The assessment indicators include Organizational Reputation, Leadership, Work, Career and Self-Development, Basic Needs, and Social Relations.

This achievement shows that PGN's employees have felt engaged, maintained a positive connection with their job, and aligned with the objectives of the Company. Consequently, it suggests that PGN employees will continue to strive to enhance the company's performance.

PROGRAM ESOP/MSOP
ESOP/MSOP PROGRAM

Berdasarkan Rapat Umum Pemegang Saham Luar Biasa tanggal 3 November 2003, sebagaimana tercantum dalam Akta Nomor 5 dari Fathiah Helmi, S.H., pemegang saham menyetujui program kepemilikan saham oleh karyawan (ESA) dan program kepemilikan saham oleh manajemen (MSOP) dengan syarat dan ketentuan ditetapkan oleh Dewan Komisaris.

Berdasarkan hasil keputusan RUPSLB tersebut, Perusahaan menetapkan 3 program untuk peserta ESA, sebagai berikut:

1. Memberikan peserta ESA saham sebagai penghargaan atas kontribusi kepada Perusahaan masing-masing sebesar rata-rata dua kali jumlah penghasilan bulanan. Saham untuk program ini tidak dapat dijual dalam periode 1 tahun setelah tanggal pencatatan saham Perusahaan di Bursa Efek dan tak dapat diambil secara tunai oleh peserta ESA.
2. Peserta ESA juga dapat membeli saham dengan pembayaran menggunakan bonus tahun 2003 dengan sebanyak-banyaknya tiga kali penghasilan bulanan. Pembelian saham melalui cara ini memperoleh diskon sebesar 18% dari harga penawaran. Saham untuk program ini tidak dapat dijual dalam periode 1 tahun setelah tanggal pencatatan saham Perusahaan di Bursa Efek dan tidak dapat diambil secara tunai oleh peserta ESA.
3. Apabila peserta ESA bersedia menggunakan haknya pada program 1 dan 2, maka peserta ESA diberi kesempatan membeli saham secara tunai menggunakan dana sendiri dengan diskon 18% dari harga penawaran. Saham untuk program ini tidak dapat dijual dalam periode 1 tahun setelah tanggal pencatatan saham Perusahaan di bursa efek dan tak dapat diambil secara tunai oleh peserta ESA.

Berdasarkan rapat Dewan Komisaris pada 17 November 2003, yang berhak mengikuti program MSOP adalah Direksi, Dewan Komisaris dan manajemen senior pada tingkatan tertentu. Dalam program ini, jumlah saham baru yang akan diterbitkan tidak melebihi 5% dari modal ditempatkan dan disetor dengan maksimum periode penerbitan saham 3

Based on the Extraordinary General Meeting of Shareholders on November 3, 2003, as stated in Deed Number 5 by Fathiah Helmi, S.H., shareholders approved the employee stock ownership program (ESA) and the management stock ownership program (MSOP), with terms and requirements stipulated by the Board of Commissioners.

Based on the resolution of the EGMS, the Company set 3 programs for ESA participants, namely:

1. ESA participants are provided shares as a reward for their contribution to the Company, each amounting to an average of twice their monthly income. Shares for this program cannot be sold within 1 year after the Company's stock listing date on the Stock Exchange and cannot be redeemed for cash by ESA participants.
2. ESA participants may also purchase shares using their 2003 bonus, up to three times their monthly income. An 18% discount on the offering price is given for share purchases through this method. Shares for this program cannot be sold within 1 year after the Company's stock listing date on the Stock Exchange and cannot be redeemed for cash by ESA participants.
3. Should ESA participants be willing to use their rights for programs 1 and 2, ESA participants are allowed to buy shares with cash using their own funds with an 18% discount on the offering price. Shares for this program cannot be sold within 1 year after the Company's stock listing date on the Stock Exchange and cannot be redeemed for cash by ESA participants.

Based on the meeting of the Board of Commissioners on November 17, 2003, eligible participants of the MSOP program are the Board of Directors, the Board of Commissioners, and senior management at certain levels. In this program, the number of new shares to be issued does not exceed 5% of the issued and paid-up capital, with

tahun dan dilaksanakan dalam 3 tahap dengan jangka waktu pelaksanaan program keseluruhan selama 5 tahun dengan perincian berikut:

1. Tahap Pertama
   Jumlah saham yang akan diterbitkan sebesar maksimum 50% x 5% x jumlah modal ditempatkan dan disetor penuh dengan harga pelaksanaan saham 110% dari harga penawaran umum perdana atau sebesar Rp1.650. Pemberian hak dilakukan pada 15 Desember 2003 dengan masa memperoleh hak kompensasi selama 1 tahun. Periode pelaksanaan selama 1 tahun dimulai sejak 15 Desember 2004.
2. Tahap Kedua
   Jumlah saham yang akan diterbitkan sebesar maksimum 25% x 5% x jumlah modal ditempatkan dan disetor penuh dengan harga pelaksanaan saham yang akan ditentukan Dewan Komisaris dengan ketentuan harga minimal sebesar harga saham rata- rata selama 25 hari bursa sebelum pengumuman rapat umum pemegang saham yang bersangkutan. Pemberian hak dilakukan pada 15 Februari 2005 dengan masa memperoleh hak kompensasi selama 1 tahun. Periode pelaksanaan selama 1 tahun dimulai sejak 15 Februari 2006.
3. Tahap Ketiga
   Jumlah saham yang akan diterbitkan sebesar maksimum 25% x 5% x jumlah modal ditempatkan dan disetor penuh dengan harga pelaksanaan saham yang akan ditentukan komisaris dengan ketentuan harga minimal sebesar harga saham rata-rata selama 25 hari bursa sebelum pengumuman rapat umum pemegang saham yang bersangkutan. Pemberian hak dilakukan pada 15 Februari 2006 dengan masa memperoleh hak kompensasi selama 1 tahun. Periode pelaksanaan selama 1 tahun dimulai sejak 15 Februari 2007. Program MSOP tahap pertama sebanyak 108.024.675 lembar saham telah selesai dilaksanakan pada 2005, tahap kedua sebanyak 53.930.825 lembar saham telah selesai dilaksanakan pada 2007 dan tahap ketiga sebanyak 53.551.388 lembar saham telah selesai dilaksanakan pada 2008.

Seluruh tahapan program ESOP/MSOP tersebut di atas telah selesai dilaksanakan. Pada tahun 2025, tidak terdapat program kepemilikan saham ESOP/MSOP oleh karyawan, Direksi, maupun Dewan Komisaris PGN.

a maximum share issuance period of 3 years. The program is executed in 3 stages with an overall implementation of 5 years with the following details:

1. First Stage
   The maximum number of shares to be issued is calculated at 50% x 5% x the total issued and paid-up capital, with a stock exercise price of 110% of the initial public offering price or Rp1,650. The rights were granted on December 15, 2003 with a vesting period of 1 year. The 1-year exercise period commenced on December 15, 2004.
2. Second Stage
   The maximum number of shares to be issued is calculated at 25% x 5% x the total issued and paid-up capital, with a stock exercise price that will be determined by the Board of Commissioners, provided that the minimum price is equal to the average stock price over the 25 trading days prior to the announcement of the relevant general meeting of shareholders. The rights were granted on February 15, 2005 with a vesting period of 1 year. The 1-year exercise period commenced on February 15, 2006.
3. Third Stage
   The maximum number of shares to be issued is calculated at 25% x 5% x the total issued and paid-up capital, with a stock exercise price that will be determined by the Board of Commissioners, provided that the minimum price is equal to the average stock price over the 25 trading days prior to the announcement of the relevant general meeting of shareholders. The rights were granted on February 15, 2006 with a vesting period of 1 year. The 1-year exercise period commenced on February 15, 2007. The first stage of the MSOP program, with 108,024,675 shares, was completed in 2005. The second stage, with 53,930,825 shares, was completed in 2007. Finally, the third stage, with 53,551,388 shares, was completed in 2008.

All stages of the ESOP/MSOP program mentioned above have been completed. In 2025, there was no ESOP/MSOP stock ownership program for employees, the Board of Directors, or the Board of Commissioners of PGN.

KEBIJAKAN PENGUNGKAPAN KEPEMILIKAN SAHAM MANAJEMEN
MANAGEMENT SHARE OWNERSHIP DISCLOSURE POLICY

PGN telah mengungkapkan kepemilikan saham anggota Dewan Komisaris dan Direksi pada bab Profil Perusahaan pada Laporan Tahunan ini. Sesuai dengan peraturan OJK, Perseroan memiliki kebijakan yang mewajibkan pengungkapan kepemilikan saham anggota Direksi dan anggota Dewan Komisaris kepada publik, paling lambat tiga hari kerja setelah terjadinya kepemilikan atau setiap perubahan kepemilikan atas saham Perusahaan. Koordinasi pelaporan dilaksanakan melalui *Corporate Secretary*.

PGN has disclosed the share ownership of members of the Board of Commissioners and Board of Directors in the Company Profile chapter of this Annual Report. In accordance with the OJK regulations, the Company has a policy requiring public disclosure of share ownership by members of the Board of Directors and members of the Board of Commissioners no later than three working days after the ownership of shares or any change in ownership of the Company's shares. The coordination of such reporting is handled by the Corporate Secretary.

PEDOMAN BENTURAN KEPENTINGAN
CONFLICT OF INTEREST GUIDELINES

PGN memiliki dan menerapkan pedoman benturan kepentingan (*Conflict of Interest* /COI) sebagaimana yang tertuang dalam Pedoman Benturan Kepentingan tanggal 31 Desember 2024. Isi dari Pedoman Benturan Kepentingan yang dimiliki Perusahaan di antaranya berupa:

PRINSIP DASAR

1. Insan PGN yang di dalam melaksanakan aktivitas pekerjaannya berpotensi menghadapi Benturan Kepentingan, maka yang bersangkutan tidak diperbolehkan ikut serta dalam proses pengambilan keputusan.
2. Setiap potensi maupun kenyataan terjadinya Benturan Kepentingan wajib dilaporkan kepada Atasan Langsung.

SITUASI BENTURAN KEPENTINGAN

Situasi Benturan Kepentingan yang dapat dihadapi oleh insan PGN, antara lain namun tidak terbatas pada:

1. Situasi yang menyebabkan Insan Perwira PGN menerima gratifikasi atau pemberian atau penerimaan hadiah/cendera mata atau hiburan yang bertentangan dengan ketentuan internal Perseroan dan peraturan perundangan yang menyebabkan adanya suatu keputusan/tindakan atau jabatan yang menguntungkan pihak Pemberi.
2. Situasi yang menyebabkan penggunaan aset Perseroan untuk kepentingan pribadi/golongan/pihak lain.

PGN has established and implemented Conflict of Interest (COI) Guidelines as stipulated in the Conflict of Interest Guidelines dated December 31, 2024. The provisions contained in the Company's Conflict of Interest Guidelines include, among others:

BASIC PRINCIPLES

1. PGN employees, who in carrying out their activities have the potential to face Conflict of Interest, are not allowed to participate in the decision-making process.
2. Any potential or actual occurrence of a Conflict of Interest must be reported to the Direct Superior.

SITUATIONS OF CONFLICT OF INTEREST

Situations of conflict of interest that may be encountered by PGN employees, include, but are not limited to:

1. Situations in which PGN Employees receive gratuities or provide or accept gifts/souvenirs, or entertainment in violation of the Company's internal provisions and applicable laws and regulations, resulting in decisions/actions, or positions that provide an undue benefit to the Giver.
2. Situations in which Company assets are used for personal/group/third-party interests.

3. Situasi yang menyebabkan informasi rahasia jabatan atau informasi Perseroan dipergunakan untuk kepentingan pribadi atau golongan.
4. Situasi yang menyebabkan penyalahgunaan wewenang jabatan untuk kepentingan pribadi/golongan/pihak lain.
5. Situasi rangkap jabatan yang dimana keputusan atau tindakan yang diambil dapat menyebabkan Insan Perwira PGN tidak dapat menjalankan tugas jabatannya secara profesional, independen dan akuntabel dan/atau mengakibatkan adanya keuntungan pribadi/pihak lain yang merugikan Perseroan.
6. Situasi yang memberikan akses khusus kepada Insan Perwira PGN atau pihak tertentu untuk tidak mengikuti prosedur dan ketentuan yang seharusnya diberlakukan.
7. Situasi yang menyebabkan proses pengawasan tidak sesuai dengan prosedur karena adanya pengaruh dan harapan dari pihak yang diawasi;
8. Situasi dimana pihak yang melakukan penilaian/audit adalah pihak yang sama dengan pihak yang sedang dinilai/ diaudit.
9. Situasi yang memanfaatkan jabatan di Perseroan untuk kepentingan pekerjaan yang lain di luar Perseroan sehingga merugikan Perseroan.
10. Situasi yang memungkinkan untuk memberikan informasi lebih dari yang telah ditentukan Perseroan, keistimewaan maupun peluang bagi calon penyedia barang/jasa untuk menang dalam proses pengadaan barang/jasa di Perseroan.
11. Situasi di mana terdapat hubungan afiliasi/kekeluargaan antara Insan Perwira PGN dengan pihak lainnya yang memiliki kepentingan atas keputusan dan/atau tindakan Insan Perwira PGN sehubungan dengan jabatannya di Perseroan.
12. Situasi di mana Insan Perwira PGN memiliki hubungan sedarah dalam hubungan Keluarga dengan anggota Direksi dan/atau anggota Dewan Komisaris Perseroan.

PELAPORAN BENTURAN KEPENTINGAN

1. Setiap Insan PGN yang berpotensi dan/atau telah berada dalam situasi Benturan Kepentingan, wajib melakukan pelaporan atau pernyataan (*disclosure*) segera pada saat dialaminya situasi Benturan Kepentingan melalui cara sebagai berikut, yaitu menggunakan aplikasi COMPOLS atau GOLS.
2. Melakukan pelaporan atau pernyataan (*disclosure*) segera pada saat dialaminya situasi Benturan Kepentingan kepada Atasan Langsung dan Atasan Langsung melaporkannya ke fungsi Fungsi Human Capital dan Fungsi GCG.
3. Perwira PGN atau pihak lainnya yang mengetahui adanya pelanggaran terhadap Pedoman Benturan Kepentingan, dapat melaporkan melalui saluran pelaporan yang disediakan oleh Perseroan termasuk *Whistleblowing System*.

3. Situations in which confidential position-related information or Company information is used for personal or group interests.
4. Situations in which position authority is misused for personal/group/third-party interests.
5. Situations involving concurrent positions in which decisions or actions taken may prevent PGN Employees from performing their duties in a professional, independent, and accountable manner and/or result in personal/third-party gains that are detrimental to the Company.
6. Situations in which special access is granted to PGN Employees or certain parties to circumvent applicable procedures and provisions.
7. Situations in which the supervision process does not comply with established procedures due to influence or expectations from the supervised party.
8. Situations in which the party conducting an assessment/ audit is the same party being assessed/audited.
9. Situations in which a position within the Company is used for the benefit of external employment, to the detriment of the Company.
10. Situations in which prospective suppliers of goods or services are granted access to information beyond Company-determined limits, special treatment, or opportunities to secure their win in the Company's procurement process.
11. Situations in which there is an affiliation/familial relationship between PGN Employees and other parties who have an interest in decisions and/or actions taken by PGN Employees in connection with their positions within the Company.
12. Situations in which PGN Employees have a blood or family relationship with a member of the Board of Directors and/or a member of the Board of Commissioners of the Company.

CONFLICT OF INTEREST REPORTING

1. Every PGN Employee who has the potential to be, and or is, in a Conflict of Interest situation is required to submit a report or disclosure immediately upon experiencing the Conflict of Interest situation, by the following methods, namely using the COMPOLS or GOLS applications.
2. Report or disclose any conflict of interest situation immediately after experiencing it to the Direct Superior, who will then report it to the Human Capital Function and GCG Function.
3. PGN employees or other parties who are aware of violations of the Conflict of Interest Guidelines may report them through the reporting channels provided by the Company, including the Whistleblowing System.

WHISTLEBLOWING SYSTEM
WHISTLEBLOWING SYSTEM



wbs.pgn.co.id

***Whistleblowing System* PGN**
PGN's Whistleblowing System

Sejalan dengan komitmen dalam implementasi GCG, PGN senantiasa memperhatikan kepentingan *stakeholder* berdasarkan asas kewajaran dan kesetaraan, termasuk dalam hal pelaporan pelanggaran. Perseroan memiliki dan menjalankan Pedoman *Whistleblowing System* Nomor P-002/ A011 tanggal 2 Agustus 2021.

Whistleblowing System merupakan sistem yang dapat dijadikan media bagi saksi pelapor untuk menyampaikan informasi mengenai tindakan pelanggaran yang diindikasikan terjadi di Perusahaan yang tidak dapat terselesaikan melalui prosedur normal.

Pelaporan yang diperoleh dari mekanisme *Whistleblowing System* ini perlu mendapatkan perhatian dan tindak lanjut, termasuk juga pengenaan hukuman yang tepat agar memberikan efek jera bagi pelaku pelanggaran dan juga pihak-pihak lain yang berniat melakukan pelanggaran.

Tujuan pelaksanaan *Whistleblowing System* ini sebagai berikut:
1. Sebagai dasar atau pedoman pelaksanaan dalam menangani pelaporan pelanggaran dari *stakeholder*;
2. Sebagai saluran pelaporan hal-hal yang tidak dapat diselesaikan melalui Prosedur normal organisasi;
3. Menjamin terselenggaranya mekanisme penyelesaian pelaporan pelanggaran yang efektif dalam jangka waktu memadai;
4. Menghindari publikasi negatif terhadap Perseroan;
5. Mendukung asas kesetaraan (*fairness*) dalam hubungan antara Perseroan dengan *stakeholder* sebagai pelaku usaha dan mitra Perseroan;
6. Sebagai salah satu upaya pengungkapan berbagai permasalahan dalam perusahaan yang tidak sesuai dengan standar etika yang berlaku di Perusahaan.

Aligned with its commitment to implement GCG, PGN consistently takes into consideration the interests of the stakeholders based on the principles of fairness and equality, including in terms of reporting violations. The Company has and implements the Guidelines for Whistleblowing System Number P-002/ A011 dated August 2, 2021.

The Whistleblowing System serves as a means for witnesses to report information regarding violations that are suspected to have occurred within the Company and cannot be resolved through normal procedures.

Reports obtained through the Whistleblowing System mechanism must be addressed and followed-up, including the imposition of appropriate sanctions, ensuring a deterrent effect for violators and other parties who may consider similar misconduct.

The purpose of implementing Whistleblowing System are as follows:
1. As a basis or implementation guideline in handling reporting violations from stakeholders;
2. As a channel for reporting matters that cannot be resolved through normal organizational procedures;
3. Ensuring the implementation of an effective mechanism for resolving whistleblowing within an adequate period;
4. Avoiding negative publications against the Company;
5. Supporting the principle of equality (fairness) in the relationship between the Company and stakeholders as the Company's business actors and partners;
6. As one of the efforts to disclose various issues in the Company that are not in accordance with the ethical standards that apply in the Company.

Sepanjang tahun 2025, PGN telah melaksanakan sosialisasi terkait *Whistleblowing System* setiap tahun kepada para karyawan yang disampaikan melalui:

1. Agenda *entry meeting audit*;
2. *Broadcast email* setiap bulan;
3. Survei Indeks Fraud Perception (PERFECT) pada bulan November-Desember 2025;
4. Sosialisasi *Fraud Awareness* kepada seluruh pekerja PGN dan Anak Perusahaan PGN.

CARA PENYAMPAIAN PELAPORAN PELANGGARAN

Ketentuan dalam Pengelolaan Pelaporan Pelanggaran Perusahaan terdiri dari:

1. Kewajiban Perusahaan menerima dan menyelesaikan Pelaporan Pelanggaran. Dalam hal ini Perusahaan:
   a. Wajib menerima pelaporan pelanggaran dari pihak internal maupun eksternal;
   b. Wajib menerima dan menyelesaikan pelaporan pelanggaran baik dari pelapor yang mencantumkan identitasnya maupun yang tidak (anonim);
   c. Menyediakan saluran pengelolaan pelaporan pelanggaran yaitu melalui Komite Etik; dan
   d. Komite Etik akan meneruskan pelaporan pelanggaran sesuai dengan konteks pihak yang dilaporkan.
2. Perseroan telah mengatur mekanisme dalam Penerimaan Pelaporan Pelanggaran, yaitu:
   c. Pelaporan pelanggaran disampaikan kepada Komite Etik baik yang menyangkut Dewan Komisaris, Direksi maupun Perwira Subholding Gas;
   d. Pelaporan pelanggaran dapat dilakukan pada saat/di luar jam kerja;
   e. Pelaporan pelanggaran disampaikan melalui *e-mail, website*, surat, atau datang langsung ke Komite Etik;
   f. Perusahaan menerima setiap pelaporan pelanggaran yang diajukan oleh stakeholders dan/atau perwakilan *stakeholders* baik secara lisan maupun tertulis;
   g. Perusahaan memberikan penjelasan mengenai kebijakan dan prosedur penyelesaian pelaporan pelanggaran pada saat *stakeholders* dan/atau perwakilan *stakeholders* yang mengajukan pelaporan pelanggaran;

Throughout 2025, PGN conducted dissemination related to the Whistleblowing System to employees annually, which was delivered through:

1. Audit entry meeting agenda;
2. Monthly email broadcast;
3. Fraud Perception Index Survey (PERFECT) in November-December 2025;
4. Fraud Awareness dissemination to all PGN employees and Subsidiaries.

MECHANISM TO SUBMIT WHISTLEBLOWING

The provisions in the Management of Company Whistleblowing are as follows:

1. The Company is obligated to receive and resolve Whistleblowing. In this regard, the Company:
   a. Is required to receive reports of violations from both internal and external parties;
   b. Is required to receive and resolve whistleblowing from whistleblowers who disclose their identity as well as those who remain anonymous;
   c. Provides a whistleblowing management channel through the Ethics Committee; and
   d. The Ethics Committee will forward the whistleblowing in accordance with the context of the reported party.
2. The Company has established a mechanism for the Receipt of Whistleblowing, as follows:
   a. Whistleblowing are submitted to the Ethics Committee, including those concerning the Board of Commissioners, Board of Directors, or Gas Subholding Employees;
   b. Whistleblowing may be submitted during/outside working hours;
   c. Whistleblowing may be submitted via email, website, letter, or by directly visiting the Ethics Committee;
   d. The Company accepts every whistleblowing submitted by stakeholders and/or their representatives, whether delivered verbally or in writing;
   e. The Company provides an explanation regarding the policies and procedures for resolving whistleblowing when stakeholders and/or their representatives submit a report;

h. Pelaporan pelanggaran yang diduga dilakukan dapat disampaikan secara tertulis atau lisan dalam Bahasa Indonesia maupun bahasa resmi lainnya dengan mekanisme sebagai berikut:
   - Melalui *website* Perseroan yang beroperasi menerima pelaporan pelanggaran setiap hari (Senin-Minggu) selama 24 jam dengan alamat: https://wbs.pgn.co.id;
   - Melalui *e-mail* pengelola WBS yang beroperasi menerima pelaporan pelanggaran setiap hari (Senin-Minggu) selama 24 jam dengan alamat: pgn.etik@pertamina.com; dan
   - Menyampaikan surat resmi yang ditujukan kepada Perseroan c.q Komite Etik PGN, dengan cara diantar langsung atau pos ke Perseroan dengan alamat: Komite Etik PT PGN Tbk, Gedung Graha PGAS Lantai 3, Jl. KH Zainul Arifin Nomor 20, Jakarta Barat 11140. Sistem *whistleblowing* tersebut tersedia bagi seluruh karyawan, vendor, pemasok, masyarakat, dan pemangku lainnya.

3. Pelaporan pelanggaran secara tertulis disarankan untuk dilengkapi bukti pendukung yang berkaitan dengan bukti indikasi awal terjadinya pelanggaran;
4. Jika pelaporan pelanggaran diajukan secara tertulis beridentitas maka Perseroan memberikan tanda terima, dan jika pelaporan pelanggaran tidak dilengkapi dengan identitas maka akan dicatat dalam daftar pelaporan pelanggaran;
5. Apabila pelaporan pelanggaran diajukan oleh perwakilan *stakeholders*, maka selain dokumen di atas juga diserahkan dokumen lainnya yaitu:
   a. Fotokopi bukti identitas *stakeholders* dan perwakilan *stakeholders*;
   b. Surat Kuasa dari *stakeholders* kepada perwakilan *stakeholders* yang menyatakan bahwa *stakeholders* memberikan kewenangan bertindak untuk dan atas nama *stakeholders*; dan
   c. Jika perwakilan *stakeholders* adalah lembaga atau badan hukum, maka harus dilampiri dengan dokumen yang menyatakan bahwa pihak yang mengajukan pelaporan pelanggaran berwenang untuk mewakili lembaga atau badan hukum tersebut.
6. Perseroan wajib menyampaikan bukti tanda terima pelaporan pelanggaran kepada stakeholders dan/atau perwakilan stakeholders yang mengajukan pelaporan.

f. Alleged violations may be reported in writing or verbally in Bahasa Indonesia or other official languages through the following mechanism:
   - Through the Company's website, which operates to receive whistleblowing every day (Monday-Sunday), 24 hours a day, at the following URL: https://wbs.pgn.co.id;
   - Through the WBS administrator's email, which operates to receive whistleblowing every day (Monday-Sunday), 24 hours a day, at the following address: pgn.etik@pertamina.com; dan
   - Sending an official letter addressed to the Company c.q. PGN Ethics Committee, either by hand delivery or by post to the Company at the following address: Komite Etik PT PGN Tbk, Gedung Graha PGAS Lantai 3, Jl. KH Zainul Arifin No 20, Jakarta Barat 11140. The whistleblowing system is available to all employees, vendors, suppliers, the public, and other stakeholders.

3. Written whistleblowing are recommended to be accompanied by supporting evidence related to the preliminary indication of the alleged violation;
4. If a whistleblowing is submitted in writing and includes the whistleblower's identity, the Company will issue an acknowledgment of receipt. If the report is submitted without identity details, it will be recorded in the whistleblowing database;
5. If a whistleblowing is submitted by a stakeholders' representative, in addition to the documents mentioned above, the following documents must also be provided:
   a. A copy of Identity document of the stakeholder and the representative;
   b. A Power of Attorney from the stakeholder to the representative stating that the stakeholder authorizes the representative to act for and on behalf of the stakeholder; and
   c. If the stakeholder's representative is an institution or legal entity, supporting documents must be attached confirming that the person submitting the whistleblowing is authorized to represent such institution or legal entity.
6. The Company is required to provide proof of receipt of the whistleblowing to the stakeholders and/or their representatives who submit the report.

PERLINDUNGAN BAGI *WHISTLEBLOWER*

Dalam Pedoman *Whistleblowing System*, perlindungan bagi Pelapor menjadi hal yang wajib diperhatikan. Beberapa hal yang diatur sebagai bentuk perlindungan bagi pelapor adalah sebagai berikut:

1. Perseroan berkewajiban untuk melindungi pelapor pelanggaran;
2. Perlindungan pelapor pelanggaran dimaksudkan untuk mendorong keberanian melaporkan pelanggaran;
3. Perlindungan Pelapor yang meliputi:
   a. Jaminan kerahasiaan identitas pelapor dan isi laporan; dan
   b. Jaminan keamanan bagi pelapor maupun keluarganya.
4. Terhadap pelapor pelanggaran yang merupakan pekerja di lingkungan perusahaan akan mendapatkan perlindungan dari upaya balas dendam (*retaliation*) yang berpotensi timbul, antara lain:
   a. Pemecatan yang tidak adil;
   b. Penurunan jabatan atau pangkat;
   c. Pelecehan atau diskriminasi dalam segala bentuknya; dan
   d. Catatan yang merugikan dalam *file* data pribadi (*personal file record*).

PENANGANAN PENGADUAN

Perseroan telah mengatur mekanisme dalam Penerimaan Pelaporan Pelanggaran, di antaranya:

1. Pelaporan Pelanggaran disampaikan kepada Komite Etik atas dugaan pelanggaran yang terjadi di lingkungan PGN Group baik yang menyangkut Dewan Komisaris, Direksi, Pekerja Perusahaan atau *Stakeholders* lain. Pelaporan pelanggaran ditujukan kepada Komite Etik melalui sarana/ media Pelaporan Pelanggaran resmi yang telah disediakan baik yang disampaikan pada saat/di luar jam kerja, secara lisan maupun tertulis dan dengan identitas maupun tanpa identitas (anonim).
2. Dalam menyampaikan Pelaporan Pelanggaran, pelapor disarankan untuk melampirkan bukti/indikasi awal yang dapat berupa dokumen, surat, barang maupun informasi yang dapat menunjukkan bahwa suatu dugaan pelanggaran telah terjadi untuk memudahkan proses verifikasi.
3. Apabila Pelaporan Pelanggaran diajukan oleh Perwakilan *Stakeholders*, maka selain dokumen di atas, pelapor diminta untuk menyerahkan dokumen tambahan sebagai berikut:
   a. Fotokopi identitas *Stakeholders* dan Perwakilan *Stakeholders*.

PROTECTION FOR WHISTLEBLOWER

In the Whistleblowing System Guidelines, protection for the Whistleblower is a mandatory concern. Several provisions governing whistleblower protection are as follows:

1. The Company is obligated to protect the whistleblowers;
2. Whistleblower protection is aimed to encourage whistleblowing;
3. Whistleblower protection comprises:
   a. Assurance of confidentiality of the whistleblower's identity and the contents of the report; and
   b. Assurance of safety for the whistleblower and the whistleblower's family.
4. For whistleblowers who are employees within the Company, protection is provided against potential acts of retaliation, including but not limited to:
   a. Unfair dismissal;
   b. Demotion in position or rank;
   c. Harassment or discrimination in any form; and
   d. Adverse remarks in personal file record.

GRIEVANCE RESPONSE

The Company regulated the mechanism for Receiving Whistleblowing, including:

1. Whistleblowing is submitted to the Ethics Committee for alleged violations that occur within PGN Group, whether involving the Board of Commissioners, Board of Directors, Company Employees or other Stakeholders. whistleblowing is addressed to the Ethics Committee through the official whistleblowing facilities/media that have been provided, whether submitted during/outside of working hours, verbally or in writing and with identity or anonymous.
2. In submitting a Whistleblowing, the whistleblower is advised to attach preliminary evidence/indications which may be in the form of documents, letters, goods, or information showing an alleged violation occurred to facilitate the verification process.
3. If the Whistleblowing is submitted by the Stakeholder's Representative, then in addition to the above documents, the whistleblower is requested to submit additional documents as follows:
   a. A copy of the identity document of Stakeholder and the Representative.

b. Surat kuasa dari *Stakeholders* kepada Perwakilan *Stakeholders* yang menyatakan bahwa *Stakeholders* memberikan kewenangan bertindak untuk dan atas nama *Stakeholders*. Jika Perwakilan *Stakeholders* adalah Lembaga atau badan Hukum, maka harus dilampiri dengan dokumen yang menyatakan bahwa pihak yang mengajukan Pelaporan Pelanggaran berwenang untuk mewakili Lembaga atau badan hukum tersebut.

4. Komite Etik akan membuat tanda terima Pelaporan Pelanggaran dan menyampaikan tanda terima tersebut kepada Pelapor Pelanggaran atau perwakilannya. Terhadap Pelaporan Pelanggaran yang tidak dilengkapi dengan identitas pelapor (anonim), Komite Etik akan mencatat pelaporan tersebut ke dalam daftar/database Pelaporan Pelanggaran.

Dalam melaksanakan tugasnya Komite Etik akan menindaklanjuti setiap Pelaporan Pelanggaran yang diterima melalui tahapan-tahapan sebagai berikut:

1. Penerimaan Laporan
   Komite Etik menerima setiap pelaporan pelanggaran dari pelapor melalui berbagai saluran pelaporan WBS yang telah disediakan, melakukan pengelolaan database pelaporan dan *monitoring* atas status setiap Pelaporan Pelanggaran yang telah diterima.
2. Verifikasi Laporan
   Komite Etik melaksanakan pemeriksaan administratif atas Pelaporan Pelanggaran yang telah diterima melalui WBS untuk melihat terpenuhi atau tidaknya kriteria pelanggaran yang dilaporkan untuk dapat ditindaklanjuti.
3. Penelaahan Laporan
   Komite Etik melakukan pemeriksaan substantif atas Pelaporan Pelanggaran yang diterima dan telah memenuhi kriteria, untuk melihat kecukupan bukti permulaan untuk dapat dilakukan investigasi lebih lanjut.

PIHAK YANG MENGELOLA PENGADUAN

Perusahaan membentuk Komite Etik sebagai organ independen yang berfungsi untuk mengelola Sistem Pelaporan Pelanggaran atau *Whistleblowing System* (WBS) di lingkungan PGN Group. Dalam kondisi Perusahaan belum membentuk unit khusus pengelola WBS (Komite Etik), maka pengelolaan WBS diserahkan kepada Satuan Kerja Audit Internal, dengan personil yang dapat berasal dari fungsi atau satuan kerja yang memiliki tugas dan fungsi Internal Audit, Hukum, GCG, dan Sumber Daya Manusia.

b. A Power of Attorney from the Stakeholder to the representative stating that the Stakeholder authorizes the representative to act for and on behalf of the Stakeholder. If the Stakeholder's Representative is an institution or legal entity, supporting documents must be attached confirming that the person submitting the Whistleblowing is authorized to represent such institution or legal entity.

4. The Ethics Committee will make a receipt of the Whistleblowing and provide the receipt to the Whistleblower or the representative. For the Whistleblowing that is not complemented by the whistleblower's identity (anonymous), the Ethics Committee will record the report into the Whistleblowing database.

In carrying out its duties, the Ethics Committee will follow up on every Whistleblowing received through the following stages:

1. Receipt of Report
   The Ethics Committee receives every whistleblowing from the whistleblowers through various WBS reporting channels that have been provided, manages the reporting database, and monitors the status of each Whistleblowing received.
2. Verification of Report
   The Ethics Committee conducts an administrative review of Whistleblowing received through the system to determine whether the reported violation criteria are met for further actions.
3. Review of Report
   The Ethics Committee conducts a substantive review of Whistleblowing received and met the criteria to assess the adequacy of preliminary evidence for further investigation.

PARTIES AUTHORIZED TO MANAGE GRIEVANCES

The Company has established an Ethics Committee as an independent body tasked with managing the Whistleblowing System (WBS) within the PGN Group. In circumstances where the Company has not yet formed a dedicated WBS management unit (Ethics Committee), the management of the WBS is assigned to the Internal Audit Unit, with personnel drawn from functions or work units responsible for Internal Audit, Legal, GCG, and Human Resources.

Saat ini, pengelolaan Sistem Pelaporan Pelanggaran atau WBS di Perusahaan dilaksanakan oleh Komite Etik yang berasal dari unsur pekerja Satuan Kerja Internal Audit PGN, yang independensi dan objektivitasnya diatur dalam Piagam Audit Internal.

HASIL DARI PENANGANAN PENGADUAN DAN TINDAK LANJUTNYA

Apabila terdapat Pelaporan Pelanggaran yang didapati telah memenuhi unsur kecukupan bukti permulaan, maka atas rekomendasi Komite Etik, Perusahaan dapat membentuk Tim Investigasi untuk melakukan investigasi atas permasalahan atau pelanggaran yang dilaporkan. Komite Etik akan melakukan pemantauan atas tindak lanjut seluruh Pelaporan Pelanggaran yang diterima.

PENGADUAN MELALUI *WHISTLEBLOWING SYSTEM* TAHUN 2025

Sepanjang tahun 2025, terdapat 22 pengaduan yang diterima melalui sistem pelaporan *Whistleblowing* dan tujuh laporan pengaduan yang berasal dari tahun 2024, yang telah dikelola dan ditindaklanjuti sesuai prosedur yang berlaku.

Currently, the Company's Whistleblowing System (WBS) is managed by the Ethics Committee, whose members are drawn from employees of the PGN Internal Audit Unit. Their independence and objectivity are governed under the Internal Audit Charter.

RESULTS OF GRIEVANCE RESPONSE AND FOLLOW-UP ACTIONS

If a whistleblowing is found to have met the minimum preliminary evidence requirements, upon the recommendation of the Ethics Committee, the Company may establish an Investigation Team to conduct an investigation into the reported issue or violation. The Ethics Committee will monitor the follow-up actions for all whistleblowing received.

GRIEVANCES THROUGH THE WHISTLEBLOWING SYSTEM IN 2025

Throughout 2025, a total of 22 grievances were received through the Whistleblowing reporting system, along with seven grievance reports carried over from 2024. All reports have been managed and followed up in accordance with the applicable procedures.

PENGADUAN MELALUI WHISTLEBLOWING SYSTEM TAHUN 2025
Grievances Through the Whistleblowing System in 2025

No		Uraian Description	Total
A.		*Outstanding* pelaporan WBS per 31 Desember 2024/ Outstanding WBS reports as of December 31, 2025	7
B.		Tambahan pelaporan WBS hingga 31 Desember 2025/ Additional WBS reports up to December 31, 2025	22
C.		Total pelaporan WBS hingga 31 Desember 2025/ Total WBS reports up to December 31, 2025	29
D.		Selesai ditindaklanjuti hingga 31 Desember 2025/ Completed / Followed up as of 31 December 2025	8
E.	E1	*Outstanding* pelaporan WBS hingga 31 Desember 2025/ Outstanding WBS reports as of December 31, 2025	21
	E2	Verifikasi pelaporan WBS hingga 31 Desember 2025/ Verification stage as of December 31, 2025	17
		Penelaahan pelaporan WBS hingga 31 Desember 2025/ Review stage as of December 31, 2025	4
	E3	Investigasi pelaporan WBS hingga 31 Desember 2025/ Investigation stage as of December 31, 2025	-

PENYUSUNAN LAPORAN KEUANGAN
PREPARATION OF FINANCIAL STATEMENTS

PGN melakukan penyusunan Laporan Keuangan Konsolidasian berdasarkan Standar Akuntansi Keuangan (SAK) yang berlaku di Indonesia, yang mencakup Pernyataan dan Interpretasi yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia (DSAK) dan Peraturan Otoritas Jasa Keuangan Nomor 29/POJK.04/2016.

PGN prepares its Consolidated Financial Statements in accordance with the Indonesian Financial Accounting Standards (SAK), which include Statements and Interpretations issued by the Financial Accounting Standards Board of the Indonesian Institute of Accountants (DSAK), as well as Financial Services Authority Regulation Number 29/POJK.04/2016.

Guna menjamin integritas data, PGN menerapkan sistem Pengendalian Internal atas Pelaporan Keuangan (ICOFR) yang berbasis pada kerangka kerja COSO dan didukung oleh sistem informasi akuntansi yang terintegrasi secara modular.

To ensure data integrity, PGN implements an Internal Control over Financial Reporting (ICOFR) system based on the COSO framework and supported by a modular, integrated accounting information system.

Penyusunan Laporan Keuangan dilakukan oleh Accounting Group yang terdiri dari tenaga akuntan profesional bersertifikat (seperti CA, CPA, atau Ak). Selain kompetensi teknis, personel PGN secara rutin mengikuti pelatihan Standar Akuntansi Keuangan Terkini untuk memastikan bahwa praktik pelaporan PGN selaras dengan penerapan standar terkini.

The Financial Statements are prepared by the Accounting Group, comprising certified professional accountants (such as CA, CPA, or Ak). In addition to technical competence, PGN personnel regularly participate in updates and training on the latest Financial Accounting Standards, ensuring that PGN's reporting practices remain aligned with current standards.

Proses ini juga melalui mekanisme peninjauan berlapis serta pengawasan oleh Komite Audit, untuk memastikan bahwa setiap informasi keuangan yang disajikan transparan, akurat, dan dapat dipertanggungjawabkan kepada seluruh pemangku kepentingan.

This process is also subject to layered review mechanisms and oversight by the Audit Committee to ensure that all financial information presented is transparent, accurate, and accountable to all stakeholders.

TRANSPARANSI KONDISI KEUANGAN DAN NON-KEUANGAN

TRANSPARENCY OF FINANCIAL AND NON-FINANCIAL CONDITIONS

PGN melakukan pemenuhan terhadap kewajiban transparansi dan publikasi kondisi keuangan dan non-keuangan selaras dengan ketentuan berlaku. Upaya ini dilakukan dengan penyampaian dan publikasi informasi baik melalui media cetak maupun situs web www.pgn.co.id.

PGN fulfills its obligations regarding transparency and disclosure of financial and non-financial conditions in accordance with applicable regulations. This is carried out through the submission and publication of information via print media as well as the Company's website at www.pgn.co.id

TRANSPARANSI KONDISI KEUANGAN PERUSAHAAN

1. Laporan Keuangan Publikasi Triwulanan telah disampaikan kepada regulator sesuai dengan ketentuan dan tanggal yang telah ditetapkan serta telah dipublikasikan pada situs web PGN.
2. Laporan Tahunan PGN yang disusun dan disajikan sesuai ketentuan dan disampaikan kepada regulator, investor, *rating agency*, dan lainnya, serta dipublikasikan melalui situs web Perusahaan.

TRANSPARENCY OF THE COMPANY'S FINANCIAL CONDITION

1. The Quarterly Published Financial Statements have been submitted to the regulators in accordance with the applicable regulations and prescribed deadlines, and have been published on PGN's website.
2. PGN's Annual Report is prepared and presented in compliance with applicable provisions, submitted to regulators, investors, rating agencies, and other relevant parties, and published through the Company's website.

TRANSPARANSI KONDISI NON-KEUANGAN PERUSAHAAN

1. Informasi Tata Kelola Perusahaan, di antaranya adalah Visi, Misi, Budaya Perusahaan, Komposisi dan Profil Direksi dan Dewan Komisaris, serta ketentuan internal terkait tata kelola mulai dari Anggaran Dasar hingga Piagam Komite-Komite yang juga dipublikasikan melalui situs web PGN.
2. Informasi Produk dan Layanan Perusahaan dipublikasikan melalui Laporan Tahunan, atau bentuk tertulis lainnya dalam bentuk informasi secara elektronis yang disediakan pada situs web PGN, media sosial, dan lainnya agar investor, dan masyarakat luas dapat dengan mudah mengakses informasi atas produk dan layanan Perusahaan.
3. Informasi mengenai transparansi struktur kepemilikan Perusahaan dipublikasikan pada Laporan Tahunan dan situs web Perusahaan.

TRANSPARENCY OF THE COMPANY'S NON-FINANCIAL CONDITION

1. Corporate governance information—such as the Company's Vision, Mission, Corporate Culture, Composition and Profiles of the Board of Directors and Board of Commissioners, as well as internal governance provisions ranging from the Articles of Association to the Charters of Board Committees—is published on PGN's website.
2. Information regarding the Company's products and services is disclosed through the Annual Report and other written materials in electronic form available on PGN's website, social media platforms, and other channels, enabling investors and the general public to easily access information about the Company's products and services.
3. Information on the transparency of the Company's ownership structure is published in the Annual Report and on the Company's website.

AKSES INFORMASI DAN DATA PERUSAHAAN
ACCESS TO COMPANY INFORMATION AND DATA

PGN berkomitmen untuk terus memberikan data dan informasi terbaru mengenai Perusahaan kepada Publik, selaras dengan pemenuhan Undang-Undang Nomor 14 Tahun 2008 tentang Keterbukaan Informasi Publik serta Peraturan Otoritas Jasa Keuangan Nomor 31/POJK.04/2015 tentang Keterbukaan atas Informasi atau Fakta Material oleh Emiten atau Perusahaan Publik.

Informasi yang disampaikan kepada publik atau pemangku kepentingan (*stakeholder*) dapat diakses melalui media-media berikut ini:

1. Pelaporan terhadap informasi dan fakta material kepada otoritas pasar modal baik melalui surat maupun pelaporan secara elektronik kepada Otoritas Jasa Keuangan dan Bursa Efek Indonesia melalui Sarana Pelaporan Elektronik Terintegrasi Emiten Dan Perusahaan Publik yang dimiliki Otoritas Jasa Keuangan dan Bursa Efek Indonesia.
2. PGN juga secara aktif melakukan publikasi dari setiap aksi korporasi yang dilakukan melalui *press release* dalam dua bahasa, yaitu bahasa Indonesia dan bahasa Inggris yang dapat diakses melalui *website* PGN. Pada *website* bahasa Indonesia dan Inggris, tersedia akses informasi untuk Laporan Tahunan.
3. Pemberian informasi yang cukup kepada investor dan calon investor melalui media komunikasi seperti telepon, *conference call, e-mail,* dan *website* Perusahaan.
4. Pemberian informasi melalui pertemuan tatap muka secara langsung maupun virtual seperti *one-on-one/ group meeting,* kunjungan lapangan, *non-deal roadshow* dan *conference*. Secara proaktif, Perseroan juga mengikuti kegiatan-kegiatan temu publik yang diselenggarakan mandiri maupun institusi pemerintah serta sekuritas di dalam ataupun di luar negeri melalui konferensi, paparan publik, dan *investor summit*.

PGN is committed to continuously providing the public with up-to-date data and information regarding the Company, aligned with compliance with Law Number 14 of 2008 on Public Information Disclosure and Financial Services Authority Regulation Number 31/POJK.04/2015 on Disclosure of Information or Material Facts by Issuers or Public Companies.

Information submitted to the public or stakeholders can be accessed through the following channels:

1. Reporting of material information and facts to the capital market authorities, either through formal letters or electronic reporting to the Financial Services Authority (OJK) and the Indonesia Stock Exchange (IDX) via the Integrated Electronic Reporting System for Issuers and Public Companies provided by OJK and IDX.
2. PGN also actively publishes every corporate action through bilingual press releases (Indonesian and English), which are accessible via the PGN website. The Indonesian and English versions of the website also provide access to the Annual Report.
3. Provision of adequate information to investors and prospective investors through communication media such as telephone, conference calls, email, and the Company's website.
4. Provision of information through direct and virtual face-to-face meetings, including one-on-one or group meetings, site visits, non-deal roadshows, and conferences. Proactively, the Company also participates in public engagement activities organized independently or by government institutions and securities firms, both domestically and internationally, through conferences, public exposes, and investor summits.

AKSES INFORMASI DAN KOMUNIKASI

Pelanggan, calon pelanggan, investor, analis, pemegang saham, pemangku kepentingan, dan masyarakat dapat memperoleh informasi mengenai Perseroan dengan menghubungi:

ACCESS TO INFORMATION AND COMMUNICATION

Customers, prospective customers, investor, analyst, shareholders, stakeholders, and community may obtain information regarding the Company by contacting:

Pelanggan dan Calon Pelanggan Customers and Prospective Customers	***Contact Center*** 135	***E-Mail*** pcc135@pertamina.com

Corporate Secretary	**Situs Web Resmi PGN** Official Website PGN www.pgn.co.id	**Telepon** Telephone (+62-21) 633-4838	***E-Mail*** PGN.corsec@pertamina.com

Investor Relations	**Situs Web Resmi PGN** Official Website PGN www.pgn.co.id	**Telepon** Telephone (+62-21) 633-4838	***E-Mail*** PGN.InvestorRelation@pertamina.com

PGN juga senantiasa memperkuat platform teknologi informasi dalam rangka menjaga dan meningkatkan keandalan dalam penyediaan informasi secara terintegrasi, tepat waktu dan tepat sasaran melalui *website* Perseroan (www.pgn.co.id), dan sosial media yaitu:

PGN also continuously strengthens its information technology platforms to maintain and enhance the reliability of delivering integrated, timely, and targeted information through the Company's website (www.pgn.co.id) and social media platforms, including:

- www.pgn.co.id
- @PerusahaanGasNegaraPGN
- @gas_negara
- PT Perusahaan Gas Negara Tbk
- @gas_negara

PENILAIAN PENERAPAN TATA KELOLA PERUSAHAAN YANG BAIK

ASSESSMENT OF GOOD CORPORATE GOVERNANCE (GCG) IMPLEMENTATION

PGN melaksanakan *assessment* GCG setiap tahun menggunakan konsultan Independen sebagai bentuk komitmen PGN atas pelaksanaan Implementasi sesuai prinsip-prinsip GCG dan terukur setiap tahun. *Assesment* GCG dilakukan sebagai bentuk tanggung jawab, untuk mengawasi dan mengevaluasi penerapan GCG di lingkungan Subholding Gas Group.

Dalam proses assesment GCG menggunakan parameter/ metode ASEAN *Corporate Governance Scorecard* (ACGS), POJK 21/2015 dan PUG-KI 2021 masing-masing telah memiliki kriteria penilaian terhadap etika usaha / bisnis dan etika kerja.

Pada tahun 2025, PGN telah melakukan *assessment* GCG dengan berbagai parameter sebagai berikut:

PGN conducts an annual GCG assessment using an independent consultant as a form of the Company's commitment to implementing GCG principles in a measurable manner each year. The GCG assessment is carried out as part of the Company's responsibility to oversee and evaluate the implementation of GCG within the Gas Subholding Group.

The GCG assessment process used the ASEAN Corporate Governance Scorecard (ACGS) parameters/methods, OJK Regulation 21/2015, and PUG-KI 2021, each of which has assessment criteria for business ethics and work ethics.

In 2025, PGN carried out a GCG assessment using the following parameters:

PENERAPAN PARAMETER ACGS

IMPLEMENTATION OF ACGS PARAMETERS

114,60 – Leadership in Corporate Governance (ASEAN Asset Class)

Hasil Penilaian GCG Berdasarkan Parameter ACGS
GCG Assessment Results Based on ACGS Parameters

Perseroan secara berkelanjutan meningkatkan kualitas penerapan praktik terbaik GCG penerapan standar ASEAN *Corporate Governance Scorecard* (ACGS). Pada tahun 2025, penilaian ACGS dilakukan oleh asesor independen, PT Pratama Indomitra Konsultan, berdasarkan rekomendasi ACGS Revised October 2023 (Versi 2 Maret 2024) yang meliputi empat aspek dan 193 pertanyaan.

Hasil *assessment* Perusahaan tahun 2025 menunjukkan perolehan tingkat penerapan ACGS sebesar 114,60 poin dengan kriteria penilaian Leadership in Corporate Governance, (ASEAN Asset Class). Rincian hasil penilaian penerapan GCG di PGN untuk tahun 2025 adalah sebagai berikut:

The Company continuously enhances the quality of its GCG best practice implementation by adopting the ASEAN Corporate Governance Scorecard (ACGS) standards. In 2025, the ACGS assessment was conducted by an independent assessor, PT Pratama Indomitra Konsultan, based on the ACGS Revised October 2023 recommendations (Version 2 March 2024), covering four aspects and 193 questions.

The Company's 2025 assessment results show an ACGS implementation score of 114.60 points, achieving the rating of Leadership in Corporate Governance (ASEAN Asset Class). The detailed results of PGN's 2025 GCG implementation assessment are as follows:

PEMETAAN BERDASARKAN ACGS PERIODE TAHUN BUKU 2025

MAPPING BASED ON ACGS SCORECARD FOR 2025 FINANCIAL YEAR

Prinsip Principle	**Jumlah Item** Total Item	**Tidak Terdapat Item (s)** No Applicable Item(s)	**Jumlah Parameter setelah dikurangi N/A** Number of Parameters after deducting N/A	**Diterapkan** Applicable	**Belum Diterapkan** Not Applicable Yet	**Bobot** Weight	**Skor** Score
Prinsip A - Hak dan Perlakuan Setara terhadap Pemegang Saham Principle A - Rights and Equitable Treatment of Shareholders	30	4	26	25	1	20	19,23
Prinsip B - Keberlanjutan dan Ketahanan Principle B - Sustainability and Resilience	22	0	22	22	0	15	15,00
Prinsip C - Pengungkapan dan Transparansi Principle Principle C - Disclosure and Transparency	34	0	34	34	0	25	25,00
Prinsip D - Tanggung Jawab Dewan Principle D - Responsibility of the Board	63	0	63	62	1	40	39,37
Total Poin Level 1	149	4	145	143	2	100,00	98,60
Bonus	18	-	-	8	-	40	16
Penalti Penalty	26	-	-	0	-	0	0
Total Poin Level 2	44	0	0	8	0	40	16
Total Poin Level 1 + Level 2	193	4	145	151	2	140	114,60

Berikut penilaian yang Tidak Dapat Diterapkan atau Belum Diterapkan oleh Perseroan:

1. Hak dan Perlakuan Setara terhadap Pemegang Saham (*Rights and Equitable Treatment of Shareholders*)

   Dari total 30 (tiga puluh) item penilaian pada Prinsip A (Hak dan Perlakuan yang Adil terhadap Pemegang Saham), terdapat 4 (empat) item penilaian yang tidak dapat diterapkan atau *Not Applicable* (N/A) yakni pada indikator A.2.2, A.2.3 A.3.1, dan A.6.3. Sehingga item penilaian yang dapat diterapkan sebanyak 25 (dua puluh lima) item pertanyaan/penilaian dan terdapat 1 (satu) item yang belum diterapkan oleh Perseroan yakni pada indikator A.6.4. Sehingga pemenuhan skor pada prinsip A sebesar 19,23 poin.

The following assessments are Not Applicable or have Not Been Implemented by the Company:

1. Rights and Equitable Treatment of Shareholders

   Of the 30 (thirty) assessment items under Principle A (Rights and Equitable Treatment of Shareholders), 4 (four) are Not Applicable (N/A): indicators A.2.2, A.2.3, A.3.1, and A.6.3. Hence, the Company has 25 (twenty-five) applicable assessment items, and 1 (one) item, A.6.4, has not been applicable yet. Hence, the score fulfillment for principle A is 19.23 points.

Pada Prinsip ini, hal yang perlu diperhatikan sebagai berikut:

The following matters should be considered for this Principle:

No	Pertanyaan Question	Implementasi Implementation	Rekomendasi Recommendation	Nomor Parameter Parameter Number
1	Apakah Perseroan memberikan hak kepada Pemegang Saham Non Pengendali untuk mencalonkan calon Direksi/ Komisaris? Does the Company grant Non-Controlling Shareholders the right to nominate candidates for Directors/ Commissioners?	***Not Applicable*** **(N/A)**, karena berdasarkan Anggaran Dasar Perseroan Pasal 5 (SAHAM) hak untuk mencalonkan calon Direksi/Komisaris hanya dimiliki oleh Saham Seri A Dwiwarna yaitu saham yang dimiliki khusus oleh Negara Republik Indonesia yang memberikan kepada pemegangnya Hak Istimewa. **Not Applicable (N/A)**, because based on the Company's Articles of Association Article 5 (SHARES), the right to nominate candidates for Directors/Commissioners is only held by Series A Dwiwarna Shares, namely shares owned specifically by the Republic of Indonesia which grant the holder with Special Rights.	Perseroan agar memberikan hak kepada Pemegang Saham Non Pengendali untuk mencalonkan calon Direksi/ Komisaris. The Company is to grant the right to Non-Controlling Shareholders to nominate candidates for Directors/ Commissioners.	A.2.2
2	Apakah Perseroan memperbolehkan Pemegang Saham memilih Direktur/ Komisaris secara individu? Does the Company allow Shareholders to elect Directors/Commissioners individually?	***Not Applicable*** **(N/A)**, karena berdasarkan Anggaran Dasar Perseroan Pasal 5 (SAHAM) hak untuk mencalonkan calon Direksi/Komisaris hanya dimiliki oleh Saham Seri A Dwiwarna yaitu saham yang dimiliki khusus oleh Negara Republik Indonesia yang memberikan kepada pemegangnya Hak Istimewa. **Not Applicable (N/A)**, because based on the Company's Articles of Association Article 5 (SHARES), the right to nominate candidates for Directors/Commissioners is only held by Series A Dwiwarna Shares, namely shares owned specifically by the Republic of Indonesia which grant the holder with Special Rights.	Perseroan agar memperbolehkan Pemegang Saham memilih Direktur/ Komisaris secara individu The Company is to allow Shareholders to elect Directors/Commissioners individually	A.2.3
3	Dalam hal merger, akuisisi, dan/atau pengambilalihan memerlukan persetujuan Pemegang Saham, apakah Direksi/Komisaris Perseroan menunjuk pihak independen untuk menilai kewajaran harga transaksi? In the event of mergers, acquisitions and/or takeovers requiring Shareholder approval, does the Company's Directors/Commissioners appoint an independent party to assess the fairness of the transaction price?	***Not Applicable*** **(N/A)**, karena berdasarkan konfirmasi diketahui bahwa sepanjang tahun 2025 Perseroan tidak melakukan merger, akuisisi dan/ atau pengambilalihan. **Not Applicable (N/A)**, because based on confirmation it is known that throughout 2025 the Company did not carry out mergers, acquisitions and/or takeovers.	Dalam hal merger, akuisisi, dan/atau pengambilalihan memerlukan persetujuan Pemegang Saham, agar Direksi/Komisaris Perseroan menunjuk pihak independen untuk menilai kewajaran harga transaksi In the event of mergers, acquisitions and/or takeovers requiring the approval of Shareholders, the Company's Directors/Commissioners is to appoint an independent party to assess the fairness of the transaction price.	A.3.1

No	Pertanyaan Question	Implementasi Implementation	Rekomendasi Recommendation	Nomor Parameter Parameter Number
4	Apakah profil Direksi/ Komisaris (setidaknya usia, kualifikasi akademis, tanggal penunjukan pertama, pengalaman, dan jabatan Direktur di emiten lain) yang ingin dipilih/dipilih kembali disertakan? Is the profile of the Director/ Commissioner (at least age, academic qualifications, date of first appointment, experience, and Director position at other issuers) who wish to be elected/re-elected included?	***Not Applicable* (N/A)**, karena berdasarkana hasil kajian dokumen pemanggilan RUPS/surat edaran (sebagai contoh: Pemanggilan Rapat Umum Pemegang Saham Luar Biasa PT Perusahaan Gas Negara Tbk tentang Perubahan Susunan Pengurus Perseroan), dokumen tersebut tidak memuat rincian profil Direksi/Komisaris (setidaknya meliputi usia, kualifikasi akademis, tanggal penunjukan pertama, pengalaman, dan jabatan Direktur di emiten lain) yang ingin dipilih/dipilih kembali disertakan. Hal ini disebabkan oleh ketentuan dalam Anggaran Dasar Perseroan Pasal 5 (SAHAM) yang menetapkan bahwa hak untuk mencalonkan calon Direksi/Komisaris hanya dimiliki oleh Saham Seri A Dwiwarna yaitu saham yang dimiliki khusus oleh Negara Republik Indonesia yang memberikan kepada pemegangnya Hak Istimewa. **Not Applicable (N/A)**, because based on the review of the GMS summons/circular letter document (for example: Summons of the Extraordinary General Meeting of Shareholders of PT Perusahaan Gas Negara Tbk regarding Changes in the Composition of the Company's Management), the document does not contain details of the profiles of the Directors/Commissioners (at least including age, academic qualifications, date of first appointment, experience, and Director's position in other issuers) who wish to be elected/re-elected. This is due to the provisions in the Company's Articles of Association Article 5 (SHARES) which stipulates that the right to nominate candidates for Directors/ Commissioners is only held by Series A Dwiwarna Shares, namely shares owned specifically by the Republic of Indonesia which grants their holders Special Rights.	Dalam pemanggilan RUPS/ surat edaran agar memuat rincian sebagai berikut profil Direksi/Komisaris (setidaknya usia, kualifikasi akademis, tanggal penunjukan pertama, pengalaman, dan jabatan Direktur di emiten lain) yang ingin dipilih/dipilih kembali disertakan In the summons for the GMS/ circular letter, the following details should be included: profile of the Directors/ Commissioners (at least age, academic qualifications, date of first appointment, experience, and position of Director at another issuer) who wish to be elected/re-elected.	A.6.3
5	Apakah auditor yang ingin diangkat/diangkat kembali diidentifikasi dengan jelas? Are the auditors to be appointed/reappointed clearly identified?	Auditor yang ingin diangkat/diangkat kembali belum diidentifikasi dengan jelas, karena berdasarkan hasil kajian dokumen Pengumuman Ringkasan Risalah Rapat Umum Pemegang Saham Tahunan PT Perusahaan Gas Negara Tbk yang diselenggarakan pada tanggal 28 Mei 2025 auditor yang ingin diangkat/diangkat kembali belum diidentifikasi dengan jelas. Auditors who wish to be appointed/reappointed have not been clearly identified, because based on the results of the study of the Announcement of Summary of Minutes of the Annual General Meeting of Shareholders of PT Perusahaan Gas Negara Tbk held on May 28, 2025, the auditors who wish to be appointed/reappointed have not been clearly identified.	Perseroan direkomendasikan agar mengidentifikasi secara jelas auditor yang akan diangkat atau diangkat kembali dalam dokumen terkait. Karena berdasarkan hasil kajian terhadap dokumen Pengumuman Ringkasan Risalah Rapat Umum Pemegang Saham Tahunan PT Perusahaan Gas Negara Tbk yang diselenggarakan pada tanggal 28 Mei 2025, auditor yang ingin diangkat/diangkat kembali belum diidentifikasi secara jelas. The Company is recommended to clearly identify the auditors to be appointed or reappointed in the relevant documents. Based on a review of the Announcement of the Summary of Minutes of the Annual General Meeting of Shareholders of PT Perusahaan Gas Negara Tbk held on May 28, 2025, the auditors to be appointed or reappointed have not been clearly identified.	A.6.4

2. Keberlanjutan dan Ketahanan (*Sustainability and Resilience*)

Dari total 22 (dua puluh dua) item penilaian pada Prinsip B (Keberlanjutan dan Ketahanan), Perseroan telah menerapkan sebanyak 22 (dua puluh dua) item pertanyaan/penilaian. Sehingga pemenuhan skor pada prinsip B sebesar 15,00 poin.

2. Sustainability and Resilience

Of the 22 (twenty-two) assessment items under Principle B (Sustainability and Resilience), the Company has applied 22 (twenty-two) questions/assessments. Hence, the score for Principle B is 15.00 points.

3. Pengungkapan dan Transparansi (*Disclosure and Transparency*)
Dari total 34 (tiga puluh empat) item penilaian pada Prinsip C (Pengungkapan dan Transparansi), Perseroan telah menerapkan sebanyak 34 (tiga puluh empat) item pertanyaan/penilaian. Sehingga pemenuhan skor pada prinsip C sebesar 25,00 poin.

3. Disclosure and Transparency
Of the 34 (thirty-four) assessment items under Principle C (Disclosure and Transparency), the Company has applied 34 (thirty-four) questions/assessments. Hence, the score fulfillment for Principle C is 25.00 points.

4. Tanggung Jawab Dewan (*Responsibility of the Board*)

Dari total 63 (enam puluh tiga) item penilaian pada Prinsip D (Tanggung Jawab Dewan), Perseroan telah menerapkan sebanyak 62 (enam puluh dua) item pertanyaan/penilaian, dan masih terdapat 1 (satu) item yang belum dapat diterapkan oleh Perseroan yakni pada indikator D.3.4. Pemenuhan skor pada prinsip D sebesar 39,37 poin.

4. Responsibility of the Board

Of the 63 (sixty-three) assessment items under Principle D (Responsibility of the Board), the Company has applied 62 (sixty-two) of the questions/assessments, with 1 (one) item remaining not applicable yet, namely indicator D.3.4. The score fulfillment for Principle D is 39.37.

Pada Prinsip ini, hal yang perlu diperhatikan sebagai berikut:

The following matters should be considered for this Principle:

No	**Pertanyaan (Belum diterapkan)** Question (Not Applicable Yet)	**Implementasi** Implementation	**Rekomendasi** Recommendation	**Nomor Parameter** Parameter Number
1	Apakah Perseroan mensyaratkan kuorum minimum minimal 2/3 untuk pengambilan keputusan dewan? Does the Company require a minimum quorum of at least 2/3 for board decision-making?	Perseroan belum menerapkan hal tersebut, karena berdasarkan hasil kajian dokumen Anggaran Dasar Pasal 13 ayat (13) tentang Rapat Direksi, disebutkan bahwa Rapat Direksi adalah sah dan berhak mengambil keputusan yang mengikat apabila dihadiri dan/atau diwakili oleh lebih dari ½ (satu per dua) jumlah anggota Direksi. The Company has not applied this, because based on the results of a study of the Articles of Association document, Article 13 paragraph (13) on Board of Directors' Meetings, it is stated that Board of Directors' Meetings are valid and have the right to make binding decisions if attended and/or represented by more than ½ (one half) of the number of Board of Directors' members.	Perseroan direkomendasikan agar meninjau dan menyesuaikan ketentuan mengenai kuorum kehadiran Rapat Direksi yaitu mensyaratkan kuorum minimum minimal 2/3 untuk pengambilan keputusan dewan. The Company is recommended to review and adjust the provisions regarding the quorum for attendance at Board of Directors Meetings, namely requiring a minimum quorum of at least 2/3 for board decision-making.	D.3.4

5. Bonus dan Penalti

Untuk Tingkat 2 (Level 2) yaitu Bonus dan Penalti, dari total 18 (delapan belas) item bonus, dan 26 (dua puluh enam) item penalti, Perseroan mendapatkan bonus sebanyak 8 (delapan) item atau setara dengan skor 16 (enam belas) poin, dan tidak terdapat item penalti.

Adapun rincian Bonus adalah sebagai berikut:

5. Bonuses and Penalties

For Level 2, namely Bonuses and Penalties, out of a total of 18 (eighteen) bonus items and 26 (twenty-six) penalty items, the Company received 8 (eight) bonus items, equivalent to a score of 16 (sixteen) points, and no penalty items.

The bonus details are as follows:

No	Pertanyaan Question	Implementasi Implementation	Nomor Parameter Parameter Number
1	Apakah Perseroan menerapkan pemungutan suara elektronik yang aman dan *real-time* secara *in-absentia* pada Rapat Umum Pemegang Saham? Does the Company implement secure and real-time electronic voting in absentia at the General Meeting of Shareholders?	Perseroan telah menerapkan pemungutan suara elektronik yang aman dan *real-time* secara *in-absentia* pada Rapat Umum Pemegang Saham sebagaimana tercantum dalam Laporan Tahunan Tahun Buku 2024. The Company has implemented secure and real-time electronic voting in absentia at the General Meeting of Shareholders as stated in the Annual Report (AR) for the 2024 Financial Year.	(B) A.1.1
2	Apakah Perseroan mengungkapkan cara mereka mengelola risiko dan peluang terkait perubahan iklim? Does the Company disclose how it manages risks and opportunities related to climate change?	Perseroan telah mengungkapkan cara mereka mengelola risiko dan peluang terkait perubahan iklim tercantum dalam Laporan Tahunan Tahun Buku 2024 Hal 435. The Company has disclosed how they manage risks and opportunities related to climate change as stated in the Annual Report (AR) for the 2024 Financial Year, page 435.	(B) B.1.1
3	Apakah Perseroan mengungkapkan bahwa Laporan Keberlanjutan/*Sustainability Reporting*-nya mendapat jaminan dari pihak eksternal? Does the Company disclose that its Sustainability Report has received assurance from an external party?	*Independent Assurance Statement Report* Nomor 0425/BD/0032/JK oleh PT. Moores Rowland Indonesia. Independent Assurance Statement Report Number 0425/BD/0032/JK by PT. Moores Rowland Indonesia.	(B) B.1.2
4	Apakah Perseroan mengungkapkan saluran keterlibatan dengan kelompok pemangku kepentingan dan bagaimana Perseroan menanggapi kekhawatiran pemangku kepentingan ESG (*Environmental, Social, and Governance*)? Does the Company disclose its engagement channels with stakeholder groups and how it responds to ESG (Environmental, Social, and Governance) stakeholder concerns?	Perseroan telah mengungkapkan saluran keterlibatan dengan kelompok pemangku kepentingan dan bagaimana Perseroan menanggapi kekhawatiran pemangku kepentingan ESG (*Environmental, Social, and Governance*) Tercantum dalam *Sustainable Report* (SR) Tahun 2024. The Company has disclosed its engagement channels with stakeholder groups and how it responds to ESG (Environmental, Social, and Governance) stakeholder concerns as outlined in its 2024 Sustainable Report (SR).	(B) B.1.3
5	Apakah Perseroan mempunyai unit/divisi/komite yang secara khusus bertanggung jawab mengelola urusan keberlanjutan? Does the Company have a unit/division/committee specifically responsible for managing sustainability matters?	Organisasi *Sustainability* yang terintegrasi dengan fungsi *Corporate Strategy and Sustainability* berdasarkan Keputusan Direksi PT PGN Tbk. Nomor 085700.K/OT.00/PDO/2024. Sustainability Organization integrated with Corporate Strategy and Sustainability function based on Decree of the Board of Directors of PT PGN Tbk. Number 085700.K/OT.00/PDO/2024.	(B) B.1.4

No	Pertanyaan Question	Implementasi Implementation	Nomor Parameter Parameter Number
6	Apakah Perseroan memiliki minimal satu Direktur/Komisaris Independen perempuan? Does the Company have at least one female Independent Director/Commissioner?	Berdasarkan susunan anggota Dewan Komisaris, diketahui bahwa Perseroan memiliki satu Komisaris Independen perempuan yaitu Ibu Conny Lolyta Rumondor. Based on the composition of the members of the Board of Commissioners, it is known that the Company has one female Independent Commissioner, namely Mrs. Conny Lolyta Rumondor.	(B) D.1.1
7	Apakah Perseroan mempunyai kebijakan dan mengungkapkan tujuan terukur untuk menerapkan keberagaman dewan dan melaporkan kemajuan dalam mencapai tujuannya? Does the Company have a policy and disclose measurable goals for implementing board diversity and report progress in achieving its goals?	Komposisi anggota Direksi dan Dewan Komisaris yang ditunjuk RUPS memiliki keberagaman dari segi usia, jenis kelamin, latar belakang pendidikan, serta pengalaman yang dibutuhkan guna menunjang pelaksanaan tugas dan tanggung jawabnya. Hal ini dilakukan dengan senantiasa patuh dan menjalankan persyaratan pengangkatan anggota Direksi dan Dewan Komisaris dengan memperhatikan peraturan-peraturan sebagai berikut: 1. Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara. 2. Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. 3. Peraturan Otoritas Jasa Keuangan Nomor 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, yang menekankan pada keahlian, integritas, kepemimpinan, pengalaman, perilaku yang baik, cakap melakukan perbuatan hukum, dan dedikasi yang tinggi untuk memajukan dan mengembangkan Perseroan. The composition of members of the Board of Directors and Board of Commissioners appointed by the GMS is diverse in terms of age, gender, educational background, and experience required to support the implementation of their duties and responsibilities. This is achieved by consistently complying with and implementing the requirements for appointing members of the Board of Directors and Board of Commissioners, while observing the following regulations: 1. Regulation of SOEs Minister Number PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises. 2. Regulation of SOEs Minister Number PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises. 3. Regulation of the Financial Services Authority Number 33/POJK.04/2014 on the Board of Directors and Board of Commissioners of Issuers or Public Companies, which emphasizes expertise, integrity, leadership, experience, good behavior, legal capacity, and a strong dedication to advancing and developing the Company.	(B) D.1.2
8	Apakah Perseroan memiliki Komite Risiko tingkat dewan yang terpisah? Does the Company have a separate board-level Risk Committee?	Perseroan telah membentuk Komite Pemantau Manajemen Risiko dan Pengembangan Usaha yang sejalan dengan Peraturan Menteri BUMN Nomor PER-02/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara. The Company has established a Risk Management and Business Development Monitoring Committee aligned with the Regulation of SOEs Minister Number PER-02/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.	(B). D.6.1

PEMENUHAN PARAMETER OJK DAN PUGKI

PGN melakukan evaluasi tata kelola berdasarkan Peraturan Otoritas Jasa Keuangan (POJK) Nomor 21/2015 dan Pedoman Umum Governansi Korporat Indonesia (PUGKI) 2021 dengan ruang lingkup assessment meliputi aspek-aspek GCG dalam pengelolaan Perseroan untuk tahun buku 2025.

Penerapan Aspek dan Prinsip Tata Kelola Perusahaan Terbuka sesuai Ketentuan OJK

FULFILLMENT OF OJK AND PUGKI PARAMETERS

PGN conducted a corporate governance evaluation based on Financial Services Authority (OJK) Regulation Number 21/2015 and the 2021 Indonesian Corporate Governance Guidelines (PUGKI), with the scope of the assessment covering GCG aspects in the management of the Company for fiscal year 2025.

Implementation of Public Company Corporate Governance Aspects and Principles in Accordance with OJK Regulation



Comply untuk Seluruh Aspek

Comply with All Aspects

Hasil Penilaian GCG Berdasarkan Ketentuan OJK
GCG Assessment Result Based on OJK Regulations

PGN melakukan evaluasi penerapan tata kelola perusahaan berdasarkan POJK Nomor 21/POJK.04/2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka, serta SEOJK Nomor 32/SEOJK.04/2015. Penilaian tersebut mencakup lima aspek, delapan prinsip, dan 25 rekomendasi yang dipetakan terhadap implementasi Pedoman Tata Kelola Perusahaan Terbuka.

Pada Tahun Buku 2025, seluruh 25 rekomendasi yang ditetapkan dalam POJK Nomor 21/POJK.04/2015 dan SEOJK Nomor 32/SEOJK.04/2015 telah dipenuhi oleh PGN. Dengan demikian, Perseroan memperoleh predikat ***Comply*** untuk **"Seluruh Aspek"**.

PGN conducted an evaluation of its corporate governance implementation based on POJK Number 21/POJK.04/2015 on the Implementation of Corporate Governance Guidelines for Public Companies, as well as SEOJK Number 32/SEOJK.04/2015. The assessment covers five aspects, eight principles, and 25 recommendations mapped against the implementation of the Corporate Governance Guidelines for Public Companies.

In Fiscal Year 2025, all 25 recommendations stipulated in POJK Number 21/POJK.04/2015 and SEOJK Number 32/SEOJK.04/2015 have been fulfilled by PGN. Accordingly, the Company obtained a **Comply** rating for **"All Aspects"**.

PEMETAAN BERDASARKAN PEDOMAN TATA KELOLA PERUSAHAAN TERBUKA POJK21/POJK.04/2015 PERIODE TAHUN BUKU 2025 PT PERUSAHAAN GAS NEGARA TBK

Mapping Based on Corporate Governance Manual for Public Companies POJK21/POJK.04/2015 for The 2025 Financial Year PT Perusahaan Gas Negara Tbk

1. HUBUNGAN PERUSAHAAN TERBUKA DENGAN PEMEGANG SAHAM DALAM MENJAMIN HAK-HAK PEMEGANG SAHAM

Relationship Between the Public Company and Shareholders in Ensuring Shareholders' Rights

Aspek Aspect	**Prinsip** Principle	**Rekomendasi** Recommendation	**Pelaksanaan** Implementation	**Status** Status
Aspek 1: Hubungan Perusahaan Terbuka dengan Pemegang Saham dalam Menjamin Hak-Hak Pemegang Saham **Aspect 1:** Relationship Between the Public Company and Shareholders in Ensuring Shareholders' Rights	**Prinsip 1:** Meningkatkan nilai penyelenggaraan Rapat Umum Pemegang Saham (RUPS) **Principle 1:** Improving the value of convening the General Meeting of Shareholders (GMS)	1.1 Perusahaan Terbuka memiliki cara atau prosedur teknis pengumpulan suara (voting) baik secara terbuka maupun tertutup yang mengedepankan independensi dan kepentingan Pemegang Saham The Public Company has technical procedures for voting, both openly and closed, prioritizing independence and the interests of Shareholders	Perseroan telah memiliki cara atau prosedur teknis pengumpulan suara (voting) RUPS yang terdapat dalam: • Anggaran Dasar Perusahaan tanggal 11 Mei 2021 Pasal 25; • Prosedur pengambilan suara juga terdapat dalam Tata Tertib Rapat Umum Pemegang Saham Luar Biasa Tahun 2025 PT Perusahaan Gas Negara Tbk. pada poin 11. Pemungutan Suara yang telah diungkapkan dalam website perusahaan yaitu: https://pgn.co.id/agms-rups. The Company has already had procedures or technical procedures for voting at the GMS as stated in: • The Company's Articles of Association dated May 11, 2021 Article 25; • The voting procedures are also stated in the Rules of the Extraordinary General Meeting of Shareholders 2025 of PT Perusahaan Gas Negara Tbk. in point 11. Voting has been disclosed on the Company's website at: https://pgn.co.id/agms-rups	**Terpenuhi (Comply)**
		1.2 Seluruh anggota Direksi dan anggota Dewan Komisaris Perusahaan Terbuka hadir dalam RUPS Tahunan All members of the Board of Directors and members of the Board of Commissioners of the Public Company attend the Annual GMS	Seluruh Anggota Direksi Perseroan yang berjumlah 7 (tujuh) Orang dan Anggota Dewan Komisaris Perseroan yang berjumlah 5 (lima) orang telah menghadiri RUPS Tahunan, sebagaimana tertera dalam Risalah RUPS Tahunan pada tanggal 28 Mei 2025. All members of the Company's Board of Directors totaling 7 (seven) persons and members of the Company's Board of Commissioners totaling 5 (five) persons attended the Annual GMS, as stated in the Minutes of the Annual GMS dated May 28, 2025.	**Terpenuhi (Comply)**

Aspek Aspect	Prinsip Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status Status
	Prinsip 2: Meningkatkan kualitas komunikasi Perusahaan Terbuka dengan Pemegang Saham **Principle 2:** Improving the quality of communication between the Public Company and Shareholders	2.1 Perusahaan Terbuka memiliki suatu kebijakan komunikasi dengan Pemegang Saham atau investor The Public Company has a communication policy with Shareholders or investors	Perseroan telah memiliki kebijakan komunikasi dengan Pemegang Saham atau investor yaitu Kebijakan Tata Kelola Teknologi Informasi dan Komunikasi PT Perusahaan Gas Negara Tbk Nomor Dokumen: P-001/0.36 Prosedur Operasi Penyampaian Informasi Perusahaan kepada Investor dan Komunitas Pasar Modal PT Perusahaan Gas Negara Tbk. Nomor Dokumen:O-001/21.06/2023. Kebijakan tersebut telah diungkapan diungkapkan dalam website: https://pgn.co.id/investor-relations. The Company has already had a communication policy with Shareholders or investors, namely the Information and Communication Technology Governance Policy of PT Perusahaan Gas Negara Tbk Document Number: P-001/0.36 and the Operating Procedure for Disclosure of Company Information to Investors and the Capital Market Community of PT Perusahaan Gas Negara Tbk Document Number: O-001/21.06/2023. The policy has been disclosed on the website: https://pgn.co.id/investor-relations.	**Terpenuhi (Comply)**
		2.2 Kebijakan komunikasi harus diungkapkan di Situs Web The communication policy must be disclosed on the Website	Kebijakan komunikasi dengan Pemegang Saham atau investor telah diungkapkan dalam website resmi perseroan: https://pgn.co.id/investor-relations. The communication policy with Shareholders or investors has been disclosed on the Company's official website: https://pgn.co.id/investor-relations.	**Terpenuhi (Comply)**
		2.3 Ringkasan risalah RUPS tersedia dalam situs web Perusahaan Terbuka paling sedikit selama 1 (satu) tahun. The summary of the minutes of the GMS is available on the Public Company's website for at least 1 (one) year.	Ringkasan risalah RUPS dalam Bahasa Indonesia dan Bahasa Inggris telah tersedia dalam Situs Web Perseroan paling sedikit selama 1 (satu) tahun pada menu "Investor" sub menu "AGMS/RUPS" yaitu https://pgn.co.id/agms-rups. The summary of the minutes of the GMS in the Indonesian and English language has been available on the Company's Website for at least 1 (one) year under the "Investor" menu, sub-menu "AGMS/RUPS" at https://pgn.co.id/agms-rups.	**Terpenuhi** *Comply*

2. FUNGSI DAN PERAN DEWAN KOMISARIS
Functions and Roles of the Board of Commissioners

Aspek Aspect	**Prinsip** Principle	**Rekomendasi** Recommendation	**Pelaksanaan** Implementation	**Status** Status
Aspek 2: Fungsi dan Peran Dewan Komisaris **Aspect 2:** Functions and Roles of the Board of Commissioners	**Prinsip 3:** Memperkuat keanggotaan dan komposisi Dewan Komisaris **Prinsip 3:** Memperkuat keanggotaan dan komposisi Dewan Komisaris	3.1 Kondisi Perseroan senantiasa menjadi landasan pertimbangan dalam menentukan jumlah anggota Dewan Komisaris The Company's condition is always used as a basis for consideration in determining the number of members of the Board of Commissioners	Jumlah anggota Dewan Komisaris telah sesuai dengan kondisi Perseroan dan mengacu pada peraturan perundang-undangan yang berlaku dan Anggaran Dasar Perseroan. The number of members of the Board of Commissioners is in accordance with the Company's condition and refers to the prevailing laws and regulations and the Company's Articles of Association.	**Terpenuhi (Comply)**
		3.2 Penentuan komposisi Dewan Komisaris memperhatikan keberagaman, keahlian, pengetahuan dan pengalaman yang dibutuhkan The determination of the composition of the Board of Commissioners takes into account diversity, expertise, knowledge, and experience required	Jumlah anggota Dewan komisaris telah memperhatikan latar belakang keahlian, pengetahuan, dan pengalaman yang dibutuhkan oleh Perseroan. The number of members of the Board of Commissioners has taken into account the background of expertise, knowledge, and experience the Company requires.	**Terpenuhi (Comply)**
	Prinsip 4: Meningkatkan kualitas pelaksanaan tugas dan tanggung jawab Dewan Komisaris **Principle 4:** Improving the quality of the implementation of the duties and responsibilities of the Board of Commissioners	4.1 Dewan Komisaris mempunyai kebijakan penilaian sendiri (*self-assessment*) untuk menilai kinerja Dewan Komisaris The Board of Commissioners has a self-assessment policy to assess the performance of the Board of Commissioners	Kebijakan Dewan Komisaris dalam penilaian sendiri (*self-assessment*) untuk menilai kinerja Dewan Komisaris telah dimuat dalam Board Manual, 3.12. Evaluasi Kinerja Dewan Komisaris dan Anggota Dewan Komisaris poin 3, hlm 46. The Board of Commissioners' policy on self-assessment to assess the performance of the Board of Commissioners has been included in the Board Manual, 3.12 Performance Evaluation of the Board of Commissioners and Members of the Board of Commissioners point 3, page 46.	**Terpenuhi (Comply)**
		4.2 Kebijakan penilaian sendiri (*self-assessment*) untuk menilai kinerja Dewan Komisaris, diungkapkan dalam Laporan Tahunan Perusahaan Terbuka The self-assessment policy to assess the performance of the Board of Commissioners is disclosed in the Annual Report of the Public Company	Kebijakan penilaian sendiri (*self-assessment*) untuk menilai kinerja Dewan Komisaris telah diungkapkan dalam Annual Report , Prosedur Pelaksanaan Penilaian Kinerja Dewan Komisaris. The self-assessment policy to assess the performance of the Board of Commissioners has been disclosed in the Annual Report, in the Procedure for the Implementation of the Performance Assessment of the Board of Commissioners.	**Terpenuhi (Comply)**

Aspek Aspect	Prinsip Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status Status
		4.3 Dewan Komisaris mempunyai kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan The Board of Commissioners has established a policy regarding the resignation of members of the Board of Commissioners if involved in financial crimes	Berdasarkan Permen BUMN 03/03/2023, POJK 33/POJK.04/2014 dan juga AD/ART Perusahaan, bahwa setiap anggota Dewan Komisaris yang tidak memenuhi syarat untuk menjadi anggota Dewan Komisaris dengan alasan apapun termasuk didalamnya adalah terlibat kejahatan keuangan maka jabatannya sebagai Dewan Komisaris dapat diberhentikan. Dalam hal anggota Dewan Komisaris tersebut mengundurkan diri makan akan diputuskan dalam mekanisme RUPS. Based on Regulation of SOE Minister 03/03/2023, OJK Regulation 33/POJK.04/2014 and also the Company's Articles of Association, any member of the Board of Commissioners who no longer meets the requirements to serve as a member of the Board of Commissioners for any reason, including involvement in financial crimes, may be dismissed from their position as a member of the Board of Commissioners. In the event that the member of the Board of Commissioners resigns, the decision shall be made through the GMS mechanism	**Terpenuhi (Comply)**
		4.4 Dewan Komisaris atau Komite yang menjalankan fungsi Nominasi dan Remunerasi menyusun kebijakan suksesi dalam proses Nominasi Anggota Direksi Dewan Komisaris atau Komite yang menjalankan fungsi Nominasi dan Remunerasi menyusun kebijakan suksesi dalam proses Nominasi Anggota Direksi	Komite Nominasi dan Remunerasi telah memiliki kebijakan suksesi dalam proses Nominasi Anggota Direksi sebagaimana yang termuat dalam Peraturan Otoritas Jasa Keuangan Nomor 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik. Dan Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia BUMN. The Nomination and Remuneration Committee already has a succession policy in the nomination process for members of the Board of Directors as stated in the Financial Services Authority Regulation Number 34/POJK.04/2014 on the Nomination and Remuneration Committee of Issuers or Public Companies. And Regulation of SOE Minister Number PER-3/MBU/03/2023 on SOE Organs and Human Resources.	**Terpenuhi (Comply)**

3. FUNGSI DAN PERAN DIREKSI
Functions and Roles of the Board of Directors

Aspek Aspect	Prinsip Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status Status
Aspek 3: Fungsi dan Peran Direksi **Aspect 3:** Functions and Roles of the Board of Directors	**Prinsip 5:** Memperkuat keanggotaan dan Komposisi Direksi **Principle 5:** Strengthening the membership and composition of the Board of Directors	5.1 Penentuan jumlah anggota Direksi mempertimbangkan kondisi Perusahaan serta efektivitas dalam pengambilan keputusan The determination of the number of members of the Board of Directors takes into account the Company's condition as well as effectiveness in decision making	Jumlah anggota Direksi telah mempertimbangkan kondisi Perusahaan Terbuka serta efektivitas dalam pengambilan keputusan, yaitu terdapat 7 anggota Direksi, yang termuat dalam Laporan Tahunan perusahaan halaman 164. The number of members of the Board of Directors has taken into account the condition of the Public Company as well as effectiveness in decision making, namely there are 7 members of the Board of Directors, as stated in the Company's Annual Report page 164.	**Terpenuhi (Comply)**

Aspek Aspect	Prinsip Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status Status
		5.2 Penentuan komposisi anggota Direksi memperhatikan keberagaman keahlian pengetahuan, dan pengalaman yang dibutuhkan The determination of the composition of the members of the Board of Directors takes into account the diversity of expertise, knowledge, and experience required	Berdasarkan kaji dokumen CV para anggota Direksi. Penentuan komposisi anggota Direksi telah memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan, yang termuat dalam Laporan Tahunan Perusahaan halaman 448. Based on the review of the CV documents of the members of the Board of Directors, the determination of the composition of the members of the Board of Directors has taken into account the diversity of expertise, knowledge, and experience required, as stated in the Company's Annual Report page 448.	**Terpenuhi (Comply)**
		5.3 Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi 5.3 Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi	Berdasarkan CV Direksi Keuangan perusahaan, Direktur Keuangan PT PGN yaitu Bapak Catur Dermawan memiliki latar belakang pendidikan Akuntansi, yang termuat dalam Laporan Tahunan perusahaan halaman 173. Based on the CV of the Company's Finance Director, Director of Finance PT PGN, Mr. Catur Dermawan, has an educational background in Accounting, as stated in the Company's Annual Report page 173.	**Terpenuhi (Comply)**
	Prinsip 6: Meningkatkan kualitas pelaksanaan tugas dan tanggung jawab Direksi **Prinsip 6:** Meningkatkan kualitas pelaksanaan tugas dan tanggung jawab Direksi	6.1 Direksi mempunyai kebijakan penilaian sendiri (*Self-assessment*) untuk menilai kinerja Direksi Members of the Board of Directors who oversee accounting or finance have expertise and/or knowledge in accounting	Direksi telah mempunyai kebijakan penilaian sendiri (*self-assessment*) untuk menilai kinerja Direksi. Surat Nomor 113/K00000/2024-S8 tentang Kebijakan Pelaksanaan Penilaian Kinerja Tahunan Individu Direksi, Anggota Dewan Komisaris dan Anggota Komite Penunjang Dewan Komisaris di Subholding dan AP Pertamina, yang termuat dalam Laporan Tahunan perusahaan halaman 422-425. The Board of Directors already has a self-assessment policy to assess the performance of the Board of Directors. Letter Number 113/K00000/2024-S8 on the Policy on the Implementation of Annual Individual Performance Assessment for the Board of Directors, Members of the Board of Commissioners and Members of the Supporting Committees of the Board of Commissioners in Subholding and Pertamina AP, as stated in the Company's Annual Report page 422-425.	**Terpenuhi (Comply)**
		6.2 Kebijakan penilaian sendiri (Self-assessment) untuk menilai kinerja Direksi, diungkapkan dalam Laporan Tahunan Perusahaan Terbuka The Board of Directors has a self-assessment policy to assess the performance of the Board of Directors	Kebijakan penilaian sendiri (self-assessment) untuk menilai kinerja Direksi, telah diungkapkan dalam Laporan Tahunan Perusahaan Terbuka, pada halaman 422-425. The self-assessment policy to assess the performance of the Board of Directors has been disclosed in the Annual Report of the Public Company, on page 422-425.	**Terpenuhi (Comply)**

Aspek Aspect	Prinsip Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status Status
		6.3 Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan 6.3 Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan	Berdasarkan Peraturan Menteri BUMN 03/03/2023 dan POJK 33/POJK.04/2014 dan juga AD/RT PT Perusahaan Gas Negara Tbk halaman 25. Bahwa setiap anggota Direksi yang tidak memenuhi syarat untuk menjadi anggota Direksi dengan alasan apapun termasuk didalamnya adalah terlibat kejahatan keuangan maka akan diberhentikan sebagai anggota Direksi. Dalam hal anggota Direksi tersebut mengundurkan diri maka akan diputuskan dalam mekanisme RUPS. Based on Regulation of SOE Minister 03/03/2023 and OJK Regulation 33/POJK.04/2014 as well as the Articles of Association of PT Perusahaan Gas Negara Tbk page 25, any member of the Board of Directors who no longer meets the requirements to serve as a member of the Board of Directors for any reason, including involvement in financial crimes, shall be dismissed as a member of the Board of Directors. In the event that the member of the Board of Directors resigns, the decision shall be made through the GMS mechanism.	**Terpenuhi (Comply)**

4. PARTISIPASI PEMANGKU KEPENTINGAN
Stakeholders Participation

Aspek Aspect	Prinsip Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status Status
Aspek 4: Partisipasi Pemangku Kepentingan **Aspect 4:** Stakeholders participation	**Prinsip 7:** Meningkatkan aspek tata kelola perusahaan melalui partisipasi pemangku kepentingan **Principle 7:** Improving corporate governance aspects through stakeholders participation	7.1 Perusahaan Terbuka memiliki kebijakan untuk mencegah terjadinya insider trading The Public Company has established a policy to prevent insider trading.	Perseroan telah memiliki kebijakan untuk mencegah terjadinya *insider trading* dalam Pedoman Perilaku Etika yang telah disahkan oleh Direksi dan Dewan Komisaris pada tanggal 29 Agustus 2024. The Company already has established a policy to prevent insider trading as stated in the Code of Conduct approved by the Board of Directors and the Board of Commissioners on August 29, 2024.	**Terpenuhi (Comply)**
		7.2 Perusahaan Terbuka memiliki kebijakan anti korupsi dan anti penipuan The Public Company has established an anti-corruption and anti-fraud policy	Perseroan memiliki kebijakan untuk mencegah terjadinya antikorupsi dan antipenipuan dalam Pedoman Perilaku Etika yang telah disahkan oleh Direksi dan Komisaris pada tanggal 29 Agustus 2024. The Company has established a policy to prevent anti-corruption and anti-fraud as stated in the Code of Conduct approved by the Board of Directors and the Board of Commissioners on August 29, 2024.	**Terpenuhi (Comply)**

Aspek Aspect	Prinsip Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status Status
		7.3 Perusahaan Terbuka memiliki kebijakan tentang seleksi dan peningkatan kemampuan pemasok atau vendor The Public Company has established a policy regarding the selection and capacity improvement of suppliers or vendors	Perseroan telah memiliki kebijakan tentang seleksi dan peningkatan kemampuan pemasok atau vendor, sebagaimana telah diungkapkan dalam Website Perseroan, yaitu: https://pgn.co.id/pengadaan. The Company already has established a policy regarding the selection and capacity improvement of suppliers or vendors, as disclosed on the Company's Website, namely: https://pgn.co.id/pengadaan.	**Terpenuhi (Comply)**
		7.4 Perusahaan Terbuka memiliki kebijakan tentang pemenuhan hak-hak Kreditur The Public Company has established a policy regarding the fulfillment of Creditors' rights.	Pelaksanaan hubungan dengan Kreditur diatur dalam Pedoman Perilaku Etika pada Bab III Etika Usaha Poin 3.4 tentang Etika Perseroan dengan Kreditur yang diantaranya mengatur tentang kewajiban untuk menghormati hak-hak kreditur sesuai perjanjian perikatan dan ketentuan perundang-undangan. Hak dan kewajiban Perusahaan kepada Kreditur tercantum di dalam kontrak dengan Kreditur. The implementation of relations with Creditors is regulated in the Code of Conduct in Chapter III Business Ethics Point 3.4 regarding the Company's Ethics with Creditors, which among others regulates the obligation to respect creditors' rights in accordance with binding agreements and prevailing laws and regulations. The rights and obligations of the Company toward Creditors are stated in the contracts with the Creditors.	**Terpenuhi (Comply)**
		7.5 Perusahaan Terbuka memiliki kebijakan sistem whistleblowing The Public Company has established a whistleblowing system policy	Perseroan telah memiliki kebijakan sistem Whistleblowing System (WBS) yaitu Pedoman WBS, yang telah disahkan oleh Dewan Komisaris dan Direksi PT PGN Tbk tanggal 02 Agustus 2021. The Company already has a Whistleblowing System (WBS) policy, namely the WBS Guidelines, approved by the Board of Commissioners and the Board of Directors of PT PGN Tbk on August 2, 2021.	**Terpenuhi (Comply)**
		7.6 Perusahaan Terbuka memiliki kebijakan pemberian insentif jangka panjang kepada Direksi dan karyawan The Public Company has established a policy on the provision of long-term incentives to the Board of Directors and employees	Perseroan telah memiliki kebijakan insentif jangka panjang untuk Direksi tercantum dalam Rapat Umum Pemegang Saham Tahunan (RUPST) dalam halaman 349, sementara kebijakan insentif jangka panjang untuk karyawan tercantum dalam Perjanjian Kerja Bersama Periode 2023-2025 yaitu Pasal 44 tentang Insentif Kerja Pekerja (IKP). Besaran dan tata cara pembayaran IKP diatur melalui Keputusan Direksi, halaman 419. The Company already has established a long-term incentive policy for the Board of Directors as stated in the Annual General Meeting of Shareholders (AGMS) in page 349, while the long-term incentive policy for employees is stated in the Collective Labor Agreement for the 2023–2025 Period, namely Article 44 on Employee Work Incentives (IKP). The amount and payment procedures for IKP are regulated through a Decree of the Board of Directors, page 419.	**Terpenuhi (Comply)**

5. KETERBUKAAN INFORMASI
Information Disclosure

Aspek Aspect	Prinsip Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status Status
Aspek 5: Keterbukaan Informasi **Aspect 5:** Information Disclosure	**Prinsip 8:** Meningkatkan pelaksanaan keterbukaan informasi **Principle 8:** Improving information disclosure practices	8.1 Perusahaan Terbuka memanfaatkan penggunaan teknologi informasi secara lebih luas selain situs web sebagai media keterbukaan informasi. The Public Company leverages information technology beyond the website as an information disclosure medium.	Selain menggunakan situs web resmi Perseroan (https://pgn.co.id/disclosure-information). Perseroan juga memanfaatkan berbagai platform media sosial seperti IG (https://www.instagram.com/gas_negara), LinkedIn, untuk mengungkapkan informasi tentang Perseroan. In addition to using the Company's official website (https://pgn.co.id/disclosure-information), the Company also leverages various social media platforms such as Instagram (https://www.instagram.com/gas_negara) and LinkedIn to disclose information about the Company.	**Terpenuhi (Comply)**
		8.2 Laporan Tahunan Perusahaan Terbuka mengungkapkan pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka paling sedikit 5% (lima persen), selain pengungkapan pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka melalui pemegang saham utama dan pengendali. The Annual Report of the Public Company discloses the ultimate beneficial owners in the share ownership of the Public Company of at least 5% (five percent), in addition to the disclosure of ultimate beneficial owners in the share ownership of the Public Company through the major and controlling shareholders.	Perseroan telah mengungkapkan pemilik manfaat akhir dalam kepemilikan saham Perseroan yang mencapai 5% atau lebih dalam Laporan Tahunan 2025, halaman 180. The Company has disclosed the ultimate beneficial owners in the Company's share ownership reaching 5% or more in the 2025 Annual Report, halaman 180.	**Terpenuhi (Comply)**

Penerapan Aspek dan Prinsip Tata Kelola Perusahaan sesuai Ketentuan PUG-KI 2021

Implementation of Corporate Governance Aspects and Principles in Accordance with PUGKI 2021 Provisions



Apply untuk Seluruh Prinsip

Apply for All Principles

Hasil Penilaian GCG Berdasarkan Ketentuan PUGKI
GCG Assessment Result Based on PUGKI Provisions

Komite Nasional Kebijakan Governansi (KNKG) telah menerbitkan Pedoman Umum Governansi Korporat Indonesia (PUG-KI) Tahun 2021 sebagai pemutakhiran dari versi 2019. PUG-KI merupakan standar praktik tata kelola perusahaan yang direkomendasikan, khususnya bagi perusahaan terbuka dan entitas yang mengelola dana masyarakat, dengan tujuan melindungi kepentingan pemegang saham dan pemangku kepentingan serta mendorong penciptaan nilai jangka panjang yang berkelanjutan.

Pemetaan implementasi PUG-KI dilakukan dengan mengacu pada Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas, yang mengatur struktur governansi korporat melalui tiga organ utama, yaitu organ kepemilikan, organ pengelolaan, dan organ pengawasan.

Prinsip Governansi Korporat Indonesia dalam PUG-KI terdiri atas delapan prinsip yang dikelompokkan ke dalam tiga kategori, yaitu:

1. Prinsip yang mengatur organ-organ penyelenggara governansi korporat (Prinsip 1–3);
2. Prinsip yang mengatur proses dan keluaran yang dihasilkan oleh organ-organ di atas (Prinsip 4–6); dan
3. Prinsip yang mengatur penerima manfaat dari pelaksanaan governansi korporat (Prinsip 7–8).

Penerapan PUG-KI menggunakan pendekatan "Terapkan atau Jelaskan" (*Apply or Explain*). Korporasi didorong untuk menerapkan setiap Prinsip, Rekomendasi, Panduan dengan cara yang sesuai untuk bisnis korporasi.

The National Committee on Governance Policy (KNKG) has issued the 2021 Indonesian Corporate Governance Guidelines (PUGKI) as an update to the 2019 version. The PUGKI serves as a recommended standard of corporate governance practices, particularly for public companies and entities managing public funds, with the objective of protecting the interests of shareholders and stakeholders and promoting the creation of sustainable long-term value.

The mapping of PUGKI implementation is conducted with reference to Law Number 40 of 2007 on Limited Liability Companies, which regulates the corporate governance structure through three main organs: the ownership organ, the management organ, and the supervisory organ.

The Indonesian Corporate Governance Principles under the PUGKI consist of eight principles grouped into three categories:

1. Principles governing the organs responsible for corporate governance implementation (Principles 1–3);
2. Principles governing the processes and outputs produced by the above organs (Principles 4–6); and
3. Principles governing the beneficiaries of corporate governance implementation (Principles 7–8).

The implementation of PUGKI adopts the "Apply or Explain" approach. Corporations are encouraged to implement each Principle, Recommendation, and Guideline in a manner appropriate to their business context.

Pada Tahun Buku 2025, PGN telah melaksanakan *assessment* penerapan PUG-KI berdasarkan pendekatan *Apply or Explain*. Dari total 81 rekomendasi yang ditetapkan dalam PUG-KI 2021, PGN telah menerapkan 76 rekomendasi. Satu rekomendasi lainnya masuk kategori untuk "dijelaskan" (*explain*) oleh Perseroan secara keseluruhan mencapai predikat ***Apply*** untuk **"Seluruh Prinsip"**.

Berikut penilaian yang masuk kategori "Explain atau dijelaskan" untuk masing masing Prinsip dijelaskan sebagai berikut:

In Fiscal Year 2025, PGN conducted an assessment of its PUGKI implementation based on the Apply or Explain approach. Out of the total 81 recommendations stipulated in PUGKI 2021, PGN has implemented 76 recommendations. One recommendation falls under the "Explain" category. Overall, the Company achieved an **Apply** rating for **"All Principles"**.

The following is the assessment categorized as "Explain" for each relevant Principle:

PEMETAAN BERDASARKAN PEDOMAN UMUM GOVERNANSI KORPORAT INDONESIA (PUG-KI) 2021 PERIODE TAHUN BUKU 2025 PGN

Mapping Based On The 2021 Indonesian Corporate Governance Manual (PUG-KI) For The 2025 Financial Year of PGN

1. PERAN DAN TANGGUNG JAWAB DIREKSI DAN DEWAN KOMISARIS

Roles and Responsibilities of the Board of Directors and the Board of Commissioners

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply/ Explain*)	Score
Prinsip 1: Peran dan Tanggung Jawab Direksi dan Dewan Komisaris **Principle 1:** Roles and Responsibilities of the Board of Directors and the Board of Commissioners	**Sub Prinsip 1.1:** Peran dan Tanggung Jawab Direksi **Sub-Principle 1.1:** Roles 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: a. berdaya saing dan berfokus ke kinerja jangka panjang; b. beretika dan bertanggung jawab dalam menjalankan bisnis; c. berkontribusi positif terhadap masyarakat dan lingkungan; d. ber kemampuan dalam bertahan dan bertumbuh (*corporate resilience*). In pursuing sustainable value creation, the Board of Directors exercises its leadership role and strives to achieve the following governance outcomes: a. competitive and focused on long-term performance; b. ethical and responsible in business conduct; c. positively contributing to society and the environment; d. capable of withstanding and growing (corporate resilience).	Untuk mencapai penciptaan nilai yang berkelanjutan, Direksi menjalankan peran kepemimpinannya dan berupaya mencapai hasil governansi. Perseroan telah menetapkan standar etika bisnis yang tinggi melalui Pedoman Perilaku Etika (*Code of Conduct*) tanggal 29 Agustus 2024, sebagai wujud untuk menumbuhkan budaya korporasi yang memastikan bahwa Pegawai bertanggung jawab untuk berperilaku sesuai standar etika. In pursuing sustainable value creation, the Board of Directors exercise its leadership role and strives to achieve governance outcomes. The Company has established high standards of business ethics through its Code of Conduct, dated August 29, 2024. This serves as a means to foster a corporate culture that holds employees accountable for adhering to ethical standards.	***Apply***	**1**

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply*/ *Explain*)	Score
		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. The Board of Directors is responsible for ensuring that the corporate mission, vision, objectives, goals, strategies, and annual and medium-term plans are aligned with long-term objectives through the effective use of innovation and technology.	Direksi senantia melakukan reviu atas visi, misi dan nilai-nilai Perseroan secara berkala; menyusun kerangka kerja serta anggaran tahunan (RKAP), Tengah Tahunan dan Triwulanan untuk memastikan pencapaian tujuan Perseroan. Direksi senantiasa mengoptimalkan penerapan teknologi informasi terkini yang menjadi bagian dalam mencapai target bisnis untuk jangka pendek dan jangka Panjang. The Board of Directors reviews the Company's vision, mission, and values on a regular basis and prepares annual, semi-annual, and quarterly work plans and budgets to ensure the achievement of the Company's objectives. The Board of Directors continuously optimizes the implementation of the latest information technology as part of its efforts to achieve short-term and long-term business targets.	Apply	1
		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.	Direksi memastikan bahwa Perseroan telah menerapkan sistem Manajemen Risiko dan pengendalian internal yang tepat dan efektif selaras dengan visi, misi, tujuan, sasaran dan strategi Perseroan serta mematuhi peraturan perundang-undangan dan standar yang berlaku; 1. Perseroan telah memiliki Komite Manajemen Risiko: 2. Keberadaan Komite Manajemen Risiko Berdasarkan Surat Keputusan Direksi PGN tentang Komite Manajemen Risiko (KMR) yang ditetapkan berdasarkan Keputusan Direksi PGN Nomor 026100.K/PR.06.01/PDO/2021 tentang Pembentukan *Chief Risk Officer* (CRO) dan Komite Manajemen Risiko tanggal 16 Juli 2021 tentang Penerapan Manajemen Risiko 3. PGN telah memiliki Pedoman Manajemen Risiko Perseroan, yaitu "Piagam Manajemen Risiko & Resiliensi". Terdapat Laporan bulanan, Triwulanan dan Tahunan Komite Manajemen Risiko.	***Apply***	1

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply/ Explain*)	Score
		The Board of Directors is responsible for ensuring that the Company implements appropriate and effective risk management and internal control systems aligned with the Company's vision, mission, goals, objectives, and strategy, as well as complying with applicable regulations and standards.	The Board of Directors is responsible for ensuring that the Company has implemented appropriate and effective risk management and internal control systems aligned with the Company's vision, mission, goals, objectives, and strategies, as well as complying with applicable regulations and standards; 1. The Company has established a Risk Management Committee 2. The establishment of the Risk Management Committee is based on the PGN Board of Directors' Resolution on the Risk Management Committee (KMR), issued based on the Board of Directors' Resolution Number 026100. K/PR.06.01/PDO/2021 on the Appointment of Chief Risk Officer (CRO) and the Risk Management Committee dated July 16, 2021, on the Implementation of Risk Management. 3. PGN has adopted the Company's Risk Management Guidelines, namely the "Risk Management & Resilience Charter." Risk Management Committee reports are issued monthly, quarterly, and annually.		
		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.	Direksi/Perseroan telah membentuk unit Internal Audit dengan tugas dan fungsi pokok organisasi yang senantiasa diperbaharui sesuai dengan regulasi dan ketentuan-ketentuan terbaru. Secara struktural, Unit Audit Internal berada di bawah langsung pengawasan dan bertanggung jawab kepada Direktur Utama. Direksi telah merancang dan menjalankan kepatuhan Perseroan termasuk menjamin pengungkapan dan laporan keuangan dan informasi material secara tepat waktu dan akurat; Laporan Keuangan Audited Tahun Buku 2025 telah disusun dan disajikan sesuai dengan standar Akuntansi Keuangan di Indonesia (ketentuan PSAK).	*Apply*	1
		The Board of Directors is responsible for ensuring the integrity of the Company's accounting and financial reporting systems and for the timely and accurate disclosure of all material information regarding the Company.	The Board of Directors/Company has established an Internal Audit Unit, with its core duties and functions continuously updated aligned with prevailing laws and regulations. Structurally, the Internal Audit Unit operates under the direct supervision of and reports to the President Director. The Board of Directors has established and implemented the Company's compliance framework, including ensuring the timely and accurate disclosure of financial statements and material information. The Audited Financial Statements for the 2025 Financial Year have been prepared and presented in accordance with the Indonesian Financial Accounting Standards (PSAK).		

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply*/ *Explain*)	Score
		1.1.5 Direksi memastikan pelaporan keberlanjutan telah disusun sebagaimana mestinya. The Board of Directors is responsible for ensuring that sustainability reporting is prepared in accordance with applicable standards.	Laporan Keberlanjutan/ (*Sustainability Report)* tahun 2025, telah disusun sebagaimana mestinya sesuai dengan peraturan yang berlaku. Direksi memastikan bahwa Laporan keberlanjutan telah disusun berdasarkan ketentuan-ketentuan yang berlaku. Direksi telah melakukan persetujuan terhadap isi Laporan Keberlanjutan dengan menandatangani Lembar Persetujuan bersama Dewan Komisaris. The 2025 Sustainability Report has been prepared in accordance with applicable regulations. The Board of Directors ensures that the Sustainability Report has been prepared in accordance with applicable regulations. It has approved the contents of the Sustainability Report by signing the Approval Form together with the Board of Commissioners.	***Apply***	**1**
		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. The Board of Directors establishes a framework for the Company's information technology (IT) governance that is aligned with the Company's business needs and priorities, drives business opportunities and performance, strengthens risk management, and supports the Company's objectives and strategies.	Direksi telah membangun kerangka kerja untuk governansi teknologi informasi (TI) sebagaimana tertuang dalam Laporan Tahunan Tahun Buku 2025 halaman 233. Perseroan telah memiliki kerangka kerja untuk governansi teknologi informasi (TI) yang mendukung kegiatan bisnis Perseroan dalam bentuk *Standard Operating Procedure* (SOP) keamanan informasi dan pemulihan keadaan darurat. The Board of Directors has established a framework for information technology (IT) governance as outlined in the 2025 Annual Report, page 233. The Company has established a framework for information technology (IT) governance that supports the Company's business activities in the form of Standard Operating Procedures (SOPs) for information security and disaster recovery.	***Apply***	**1**
		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. For corporations conducting business activities in accordance with Sharia principles, the Board of Directors must ensure that the Sharia Supervisory Board has the necessary authority and adequate support systems to perform its role effectively.	***Not Applicable/NA***, karena PT PGN adalah Perseroan yang bergerak di bidang pengembangan dan pemanfaatan gas bumi, sebagaimana tercantum dalam Anggaran Dasar Perseroan Pasal 3 dan tidak menjalankan kegiatan usaha berdasarkan syariah, maka tidak diperlukan kewenangan dan ketersediaan perangkat pendukung yang memadai agar Dewan Pengawas Syariah dapat menjalankan perannya dengan efektif. **Not Applicable/NA**, because PT PGN operates in the development and utilization of natural gas, as stipulated in Article 3 of the Company's Articles of Association, and does not conduct business activities based on Sharia principles. Accordingly, the Company does not require a Sharia Supervisory Board or the supporting mechanisms necessary for such a board to perform its role effectively.	***Explain***	**0**

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply*/ *Explain*)	Score
		1.1.8 Piagam Direksi secara periodik ditinjau. Piagam mencakup antara lain pembagian peran Direktur secara individual yang dapat diatur di Piagam Direksi atau dengan surat keputusan Direksi.	Piagam Direksi ***(Board Manual)*** telah ditinjau dan dimutakhirkan secara berkala, berdasarkan kajian dokumen *Board Manual* ditinjau dan dimutakhirkan terakhir tahun 2025. *Board Manual* ini disahkan oleh Dewan Komisaris Pembaruan ini dilakukan untuk menyesuaikan ketentuan dalam *Board Manual* dengan ketentuan Anggaran Dasar dan peraturan perundang-undangan yang berlaku, khususnya setelah Perseroan meratifikasi: 1. Peraturan Menteri BUMN Nomor PER-1/MBU/03/2023 Tahun 2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara; 2. Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 Tahun 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara; dan 3. Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 Tahun 2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.	***Apply***	**1**
		The Board Manual is reviewed periodically. The Manual includes, among others, the distribution of roles among the Directors individually, which may be specified in the Board Manual or by a Board resolution.	The **Board Manual** has been periodically reviewed and updated. Based on the document review, the Board Manual was last reviewed and updated in 2025. This Board Manual was approved by the Board of Commissioners. The update was carried out to align the provisions of the Board Manual with the Company's Articles of Association and prevailing laws and regulations, particularly following the Company's ratification of: 1. Regulation of SOEs Ministry Number PER-1/MBU/03/2023 of 2023 on Special Assignments and Social and Environmental Responsibility Programs of State-Owned Enterprises; 2. Regulation of SOEs Ministry Number PER-2/MBU/03/2023 of 2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises; and 3. Regulation of SOEs Ministry Number PER-3/MBU/03/2023 of 2023 on the Organs and Human Resources of State-Owned Enterprises.		
		1.1.9 Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan dan terbukti melakukan kesalahan.	Direksi telah memiliki kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan yang tercantum di dalam: 1. Anggaran Dasar Perseroan Pasal 11 ayat (23); 2. *Board Manual* PGN bab II Direksi Angka 2.9.	***Apply***	**1**

Prinsip Principle	Sub Prinsip Sub-Principle		Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply*/ *Explain*)	Score
			The Board of Directors establishes a policy regarding the resignation of Board members who are involved in financial crimes and have been found guilty of misconduct.	The Board of Directors has established a policy regarding the resignation of Board members who are involved in financial crimes, as stated in: 1. The Company's Articles of Association, Article 11, paragraph (23); 2. PGN Board Manual Chapter II Board of Directors Number 2.9.		
Prinsip 1: Peran dan Tanggung Jawab Direksi dan Dewan Komisaris **Principle 1:** Roles and Responsibilities of the Board of Directors and the Board of Commissioners	**Sub Prinsip 1.2:** Penilaian Kinerja - Direksi dan Anggotanya **Sub-Principle 1.2:** 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.	Dewan Komisaris dibantu oleh Komite Nominasi dan Remunerasi telah melakukan evaluasi formal tahunan secara obyektif dan independen untuk menentukan efektivitas Direksi dan setiap individu Direktur sesuai *Board Manual* Bab II. Direksi Sub Bab 2.16 tentang Evaluasi Kinerja Direksi halaman 30. yang mengatur bahwa Direksi dan Dewan Komisaris Perseroan mengimplementasikan *Key Performance Index* (KPI), dan melakukan penilaian kinerja Direksi sesuai dengan pencapaian KPI Direksi yang dilaporkan dalam RUPS. Evaluasi (penilaian) ini dituangkan dalam bentuk Laporan Pengawasan Komisaris periode Tahun Buku 2024 yang disampaikan kepada RUPS. Evaluasi formal tahunan secara obyektif dan independen untuk menentukan efektivitas Direksi dan setiap individu Direktur telah dituangkan dalam Laporan Tahunan ini.	***Apply***	**1**
			The Board of Commissioners conducts an annual formal evaluation objectively and independently to assess the effectiveness of the Board of Directors and each Director.	The Board of Commissioners, assisted by the Nomination and Remuneration Committee, has conducted an annual formal evaluation objectively and independently to determine the effectiveness of the Board of Directors and each director in accordance with Chapter II of the Board Manual. Board of Directors Sub-Chapter 2.16 on Evaluation of Board of Directors' Performance, page 30, stipulates that the Company's Board of Directors and Board of Commissioners implement Key Performance Indicators (KPIs) and conduct performance evaluations of the Board of Directors based on the achievement of the Board's KPIs as reported at the General Meeting of Shareholders. This evaluation (assessment) is documented in the form of the Supervisory Board Report for the 2024 Financial Year, submitted to the General Meeting of Shareholders. The annual formal evaluation, conducted objectively and independently to determine the effectiveness of the Board of Directors and each Director, is documented in this Annual Report.		

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply*/ *Explain*)	Score
		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.	Dewan Komisaris dengan pertimbangan Komite Nominasi telah memastikan bahwa evaluasi kinerja Direktur Utama dan anggota Direksi lainnya didasarkan pada kriteria yang telah ditentukan sebelumnya dan dikomunikasikan kepada Dewan Komisaris. Penilaian kinerja Direksi mengacu pada ketentuan yang ditetapkan oleh PT Pertamina (Persero) selaku Pemegang Saham Seri B terbanyak yang menerima kuasa khusus dari Pemegang Saham Seri A Dwiwarna. Penilaian kinerja Direksi dilakukan berdasarkan KPI Direksi yang disetujui oleh Pemegang Saham Seri B terbanyak, serta implementasi nilai-nilai BUMN *(core values)* atau menggunakan metode penilaian kinerja lainnya yang ditetapkan oleh Pemegang Saham Seri B terbanyak dan/ atau Pemegang Saham Seri A Dwiwarna. Kebijakan penilaian Direksi diungkapkan melalui Laporan Tahunan.	***Apply***	**1**
		The Board of Commissioners, taking into account the recommendations of the Nomination and Remuneration Committee, is responsible for establishing performance evaluation criteria and assessing the performance of the President Director and other members of the Board of Directors.	The Board of Commissioners, taking into account the recommendations of the Nomination Committee, has ensured that the performance evaluations of the President Director and other members of the Board of Directors are based on pre-determined criteria that have been communicated to the Board of Commissioners. The performance evaluations of the Board of Directors are based on the provisions established by PT Pertamina (Persero) as the largest B Series Shareholder, which has been granted special authority by the A Series Dwiwarna Shareholders. The performance evaluation of the Board of Directors is conducted based on the Board's KPIs, as approved by the majority of B Series Shareholders, as well as the implementation of SOE core values, or other performance evaluation methods as determined by the majority of B Series Shareholders and/or the A Series Dwiwarna Shareholders. The Board's evaluation policy is disclosed in the Annual Report.		
Prinsip 1: Peran dan Tanggung Jawab Direksi dan Dewan Komisaris **Principle 1:** Roles and Responsibilities of the Board of Directors and the Board of Commissioners	**Sub Prinsip 1.3:** Peran dan Tanggung Jawab Dewan Komisaris **Sub-Principle 1.3:** Roles and Responsibilities of the Board of Commissioners	1.3.1 Dewan Komisaris mereviu strategi korporasi paling tidak setiap tahun dan menyetujui misi, visi dan strategi korporasi yang dirumuskan oleh Direksi. Dewan Komisaris juga mereviu, 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.	Dewan Komisaris telah meninjau strategi korporasi termasuk melakukan reviu atas visi, misi dan nilai Perseroan secara berkala di dalam RJPP dan RKAP paling tidak setiap tahun. Dewan Komisaris telah melaksanakan tugas dan tanggung jawabnya sesuai dengan Anggaran Dasar dan Piagam Direksi dan Dewan Komisaris. Sebagaimana diketahui berdasarkan kajian dokumen: 1. Laporan Tahunan Pengawasan Dewan komisaris; 2. Laporan Triwulanan; 3. Risalah Rapat Dewan Komisaris; 4. Telaah Dewan Komisaris terkait RKAP dan RJPP Perseroan.	***Apply***	**1**

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply*/ *Explain*)	Score
		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, advises, and approves the corporation's long-term and short-term business and financial plans. The Board of Commissioners advises and monitors the management of its implementation. The Board of Directors and the Board of Commissioners are involved in decisions that are critical to the corporation, as stipulated in the corporation's articles of association.	The Board of Commissioners has reviewed the corporate strategy, including periodically reviewing the Company's vision, mission, and values, as outlined in the Company's Long-Term Plan (RJPP) and Work Plan and Budget (RKAP) at least annually. The Board of Commissioners has carried out its duties and responsibilities in accordance with the Articles of Association and the Board Manual. As noted based on document review: 1. Annual Board of Commissioners Supervisory Report; 2. Quarterly Reports; 3. Board of Commissioners Meeting Minutes; 4. Board of Commissioners' Review of the Company's RKAP and Long-Term Plan.		
		1.3.2 Jenis keputusan yang memerlukan persetujuan Dewan Komisaris harus diungkapkan dalam Laporan Tahunan. The types of decisions that require the approval of the Board of Commissioners must be disclosed in the Annual Report.	PGN telah mengungkapkan jenis keputusan yang memerlukan persetujuan Dewan Komisaris pada Laporan Tahunan 2025 sub bab Pelaksanaan Tugas Dewan Komisaris halaman 362-363 dan di Bab Laporan Dewan Komisaris. PGN has disclosed the types of decisions that require the approval of the Board of Commissioners in the 2025 Annual Report, sub-chapter on Implementation of the Duties of the Board of Commissioners, page 362-363 and in the Chapter on the Report of the Board of Commissioners.	***Apply***	**1**
		1.3.3 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 non diskriminatif 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.	**N/A** (***Not Applicable***) karena berdasarkan kajian dokumen dan konfirmasi, pengangkatan dan/atau pemberhentian anggota Direksi dan anggota Dewan Komisaris dilakukan langsung oleh Pemegang Saham Seri A Dwiwarna yaitu saham yang dimiliki khusus oleh Negara Republik Indonesia yang memberikan kepada pemegangnya Hak Istimewa, berdasarkan Anggaran Dasar (AD) Perseroan Pasal 5 (SAHAM). Dengan demikian prosesnya tidak melalui usulan Dewan Komisaris kepada, dan untuk diputuskan oleh RUPS.	***Explain***	**0**

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply/ Explain*)	Score
		Taking into account the recommendations of the Nomination and Remuneration Committee, the Board of Commissioners proposes to, and for decision by, the GMS the appointment and/or dismissal of members of the Board of Directors and members of the Board of Commissioners. In making the above proposals, the Board of Commissioners takes into account diversity, non-discriminatory elements and provides equal opportunities without distinction of ethnicity, religion, race, intergroup, and gender. The Board of Commissioners ensures that the nomination and selection process for members of the Board of Directors and members of the Board of Commissioners is formal and transparent.	**NA (Not Applicable)** because based on document review and confirmation, the appointment and/or dismissal of members of the Board of Directors and members of the Board of Commissioners is carried out directly by the Holders of Series A Dwiwarna Shares, namely shares owned specifically by the Republic of Indonesia which grant the holders Special Rights, based on the Company's Articles of Association (AD) Article 5 (SHARES). Thus, the process does not go through a proposal from the Board of Commissioners to, and to be decided by the GMS.		
		1.3.4 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. The Board of Commissioners or the committee responsible for the nomination function develops a succession policy for the nomination process for members of the Board of Directors. Each year, the Board of Commissioners reviews the President Director's report on the implementation of the development and succession plan.	Perseroan telah memiliki kebijakan suksesi dan nominasi dalam *Board Manual* yang merupakan bagian dari Pedoman Nominasi Direksi dan Dewan Komisaris dengan mengacu pada Peraturan Menteri BUMN Nomor PER-3/ MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Dewan Komisaris melalui Komite Nominasi & Remunerasi meninjau pelaporan pelaksanaan rencana pengembangan dan suksesi yang disampaikan Direktur Utama. Kemudian dalam praktiknya Anggota Direksi Perseroan diangkat dan diberhentikan oleh RUPS yang dihadiri dan disetujui oleh Pemegang Saham Seri A Dwiwarna. The Company has a succession and nomination policy in the Board Manual, which is part of the Nomination Guidelines for the Board of Directors and Board of Commissioners, with reference to the Regulation of the Minister of State-Owned Enterprises Number PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises. The Board of Commissioners, through the Nomination & Remuneration Committee, reviews the reporting on the implementation of the development and succession plan submitted by the President Director. In practice, members of the Company's Board of Directors are appointed and dismissed by the GMS attended and approved by the Series A Dwiwarna Shareholders.	***Apply***	**1**

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply*/ *Explain*)	Score
		1.3.5 Dewan Komisaris: 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; secara berkala mereviu sistem remunerasi Direksi dan Dewan Komisaris. The Board of Commissioners: 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 aligned with the sustainable development of the corporation and the long-term interests of the corporation and shareholders; periodically reviews the remuneration system for the Board of Directors and Board of Commissioners.	Berdasarkan Kajian Dokumen dan konfirmasi Dewan Komisaris telah mengusulkan remunerasi kepada PT Pertamina (Persero) selaku kuasa Pemegang Saham seri A Dwiwarna yang ditetapkan dalam RUPS Tahunan untuk menetapkan besaran tantiem, gaji/ honorarium, tunjangan, fasilitas dan insentif lainnya. Sistem remunerasi untuk Direksi dan Dewan Komisaris secara berkala dilakukan peninjauan, sebelum diusulkan kepada Pemegang Saham Seri A Dwiwarna. Based on the Document Review and confirmation, the Board of Commissioners has proposed remuneration to PT Pertamina (Persero) as the proxy of the Series A Dwiwarna Shareholders as determined in the Annual GMS to determine the amount of bonuses, salary/ honorarium, allowances, facilities and other incentives. The remuneration system for the Board of Directors and the Board of Commissioners is periodically reviewed before being proposed to the Series A Dwiwarna Shareholders.	***Apply***	**1**
		1.3.6 Dewan Komisaris mengawasi efektivitas kebijakan governansi korporat dan implementasinya serta mengusulkan perubahan jika diperlukan.	*Board Manual* Direksi dan Dewan Komisaris telah mengatur tugas dan tanggung jawab Dewan Komisaris untuk memastikan terselenggaranya pelaksanaan Tata Kelola Perusahaan yang Baik dalam setiap kegiatan usaha Perseroan pada seluruh jenjang organisasi. Berdasarkan kajian dokumen-dokumen: 1. *Board Manual*; 2. Risalah Rapat Dewan Komisaris; 3. Risalah Rapat Gabungan Dewan Komisaris & Direksi; 4. Laporan Tahunan Pengawasan Dewan Komisaris Tahun 2025; 5. Laporan Triwulanan. Diketahui bahwa Dewan Komisaris dibantu oleh Komite-Komite di bawah Dewan Komisaris telah mengawasi efektivitas kebijakan governansi Perseroan dan implementasinya serta mengusulkan perubahan-perubahan jika diperlukan.	***Apply***	**1**

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply/ Explain*)	Score
		The Board of Commissioners oversees the effectiveness of corporate governance policies and their implementation and proposes changes if necessary.	The Board Manual for the Board of Directors and the Board of Commissioners stipulates the duties and responsibilities of the Board of Commissioners to ensure the implementation of Good Corporate Governance in all of the Company's business activities at all levels of the organization. Based on a review of the following documents: 1. Board Manual; 2. Minutes of the Board of Commissioners Meeting; 3. Minutes of the Joint Meeting of the Board of Commissioners and the Board of Directors; 4. Annual Supervisory Report of the Board of Commissioners for 2025; 5. Quarterly Report. It is known that the Board of Commissioners, assisted by Committees under the Board of Commissioners, has overseen the effectiveness of the Company's governance policies and their implementation and proposed changes where necessary.		
		1.3.7 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. The Board of Commissioners monitors and directs the corporation to implement appropriate and effective risk management and internal control systems that are aligned with the corporation's goals, objectives and strategies and comply with applicable laws and regulations, codes of conduct and standards.	Piagam Direksi dan Dewan Komisaris (*Board Manual*) telah mengatur tugas dan tanggung jawab Dewan Komisaris untuk memastikan penerapan Manajemen Risiko sesuai dengan bisnis, kompleksitas, dan profil risiko Perseroan. Dewan Komisaris baik secara langsung atau melalui komite-komite senantiasa mengawasi dan mengarahkan kebijakan dan efektivitas penerapan manajemen risiko dan sistem pengendalian internal yang dilakukan oleh manajemen, serta memberikan masukan untuk perbaikan, hal ini tercantum dalam: 1. *Board Manual*; 2. Risalah Rapat Gabungan Dewan Komisaris & Direksi sepanjang tahun 2025; 3. Laporan Tahunan Pengawasan Dewan Komisaris Tahun 2025; 4. Laporan Triwulanan Manajemen Risiko. The Board Manual regulates the duties and responsibilities of the Board of Commissioners to ensure the implementation of Risk Management in accordance with the Company's business, complexity, and risk profile. The Board of Commissioners, either directly or through committees, continuously oversees and directs the policies and effectiveness of the implementation of risk management and internal control systems implemented by management, and provides input for improvement. This is stated in: 1. Board Manual; 2. Minutes of Joint Meetings of the Board of Commissioners and Board of Directors throughout 2025; 3. Board Commissioners' Annual Supervisory Report for 2025; 4. Quarterly Risk Management Report.	***Apply***	**1**

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply*/ *Explain*)	Score
		1.3.8 Dewan Komisaris mengawasi dan mengarahkan agar tercapai integritas akuntansi dan sistem pelaporan keuangan korporat, serta independensi fungsi audit internal dan eksternal. The Board of Commissioners supervises and directs the achievement of accounting integrity and corporate financial reporting systems, as well as the independence of internal and external audit functions.	Piagam Direksi dan Dewan Komisaris telah mengatur pelaksanaan fungsi audit internal melalui Komite Audit. Dewan Komisaris telah mengawasi dan mengarahkan agar tercapai integritas akuntansi dan sistem pelaporan keuangan korporat serta independensi fungsi Audit Internal dan eksternal dalam bentuk penelaahan efektivitas pelaksanaan audit eksternal dan internal. Informasi mengenai pembahasan Komite Audit dan Unit Audit Internal sepanjang tahun 2025 telah diungkapkan dalam Laporan Tahunan. Hal ini diketahui berdasarkan kajian dokumen sbb: 1. *Board* Manual; 2. Laporan Tahunan (AR); 3. Risalah Rapat Gabungan Dewan Komisaris & Direksi. The Board Manual regulates the implementation of the internal audit function through the Audit Committee. The Board of Commissioners has overseen and directed the achievement of the integrity of the corporate accounting and financial reporting systems, as well as the independence of the Internal and External Audit functions, through reviews of the effectiveness of external and internal audit implementation. Information regarding discussions of the Audit Committee and Internal Audit Unit throughout 2025 has been disclosed in the Annual Report. This is based on a review of the following documents: 1. Board Manual; 2. Annual Report (AR); 3. Minutes of Joint Meetings of the Board of Commissioners and Board of Directors.	***Apply***	**1**
		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. The Board of Commissioners monitors, reviews and approves the Corporation's annual report and sustainability report and ensures its integrity, as well as oversees the corporation's disclosure and communication processes.	Laporan Tahunan dan Laporan Keberlanjutan (*Annual Report and Sustainability Report*) telah direviu dan disetujui oleh Dewan Komisaris, pada April 2025 sebagaimana tercantum dalam Laporan Tahunan (AR) halaman 130 dan Laporan Keberlanjutan halaman 31. The Annual Report and Sustainability Report have been reviewed and approved by the Board of Commissioners, in April 2025 as stated in the Annual Report (AR) page 130 and the Sustainability Report page 31.	***Apply***	**1**
		1.3.10 Piagam Dewan Komisaris secara periodik ditinjau. The Board Manual is periodically reviewed.	Piagam Dewan Komisaris *(Board Manual)* secara periodik ditinjau, terbaru dilakukan pada tanggal 31 Januari 2025 sebagai pembaruan dari *Board Manual* sebelumnya yang disahkan tanggal 13 Desember 2021. The Board Manual is periodically reviewed, most recently on January 31, 2025, as an update of the previous Board Manual which was ratified on December 13, 2021.	***Apply***	**1**

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply*/ *Explain*)	Score
		1.3.11 Dewan Komisaris mempunyai kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan dan terbukti melakukan kesalahan. 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 are proven to have committed wrongdoing.	Dewan Komisaris telah memiliki kebijakan terkait pengunduran diri anggota Dewan Komisaris yang tercantum dalam Anggaran Dasar Perseroan Nomor: 28 tanggal 11 Mei 2021 Pasal 14 Ayat (25.a). The Board of Commissioners has a policy regarding the resignation of members of the Board of Commissioners as stated in the Company's Articles of Association Number: 28 dated May 11, 2021, Article 14 Paragraph (25.a).	*Apply*	1
.		1.3.12 Komisaris Independen sangat diharapkan untuk dapat berkontribusi dalam diskusi yang jujur, obyektif, aktif, dan konstruktif pada rapat Dewan Komisaris. Independent Commissioners are highly expected to contribute to honest, objective, active and constructive discussions at Board of Commissioners meetings.	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 atau hubungan dengan Perseroan, yang dapat mempengaruhi kemampuannya untuk bertindak independen. Anggota Komisaris Independen memiliki rekam jejak yang kredibel, tidak memiliki saham Perseroan, dan dapat berkontribusi dalam kemajuan Perseroan. Hal ini dapat diketahui berdasarkan kajian dokumen-dokumen: 1. CV para Anggota Dewan Komisaris; 2. Risalah Rapat Dewan Komisaris tahun buku 2025; 3. Daftar kehadiran rapat anggota Dewan Komisaris; 4. Risalah Rapat Dewan Komisaris tahun buku 2025. An Independent Commissioner is a member of the Board of Commissioners who has no financial, management, share ownership, and/or family relationships with other members of the Board of Commissioners, members of the Board of Directors, and/or Controlling Shareholders, or any relationship with the Company that could affect their ability to act independently. Independent Commissioners must have a credible track record, do not own shares in the Company, and can contribute to the Company's progress. This can be determined by reviewing the following documents: 1. CVs of the Members of the Board of Commissioners; 2. Minutes of the Board of Commissioners Meeting for the 2025 financial year; 3. List of Attendance Lists for Board of Commissioners Meetings; 4. Minutes of the Board of Commissioners Meeting for the 2025 financial year.	*Apply*	1

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply*/ *Explain*)	Score
		1.3.13 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. The President Commissioner serves as the coordinator of the Board of Commissioners and ensures its effectiveness. The President Commissioner fosters a culture of openness and constructive dialogue that allows for the expression of diverse views, including coordinating the setting of appropriate board meeting agendas and ensuring sufficient time is available for discussion of all items. Furthermore, the Board of Commissioners must be provided with opportunities to meet with the Board of Directors and senior management.	Tugas dan tanggung jawab Komisaris Utama telah diungkapkan dalam Laporan Tahunan demikian juga dalam Rencana Kerja dan Anggaran Tahunan (RKAT) Dewan Komisaris Tahun 2025. Komisaris Utama bertindak sebagai koordinator atas seluruh pelaksanaan tugas dan fungsi Dewan Komisaris agar sesuai dengan prinsip GCG. Komisaris Utama mengkoordinasikan pembagian peran pengawasan di antara anggota Dewan Komisaris melalui Keputusan Dewan Komisaris dan penetapan agenda rapat dengan jajaran Direksi dan manajemen senior sebagaimana tercantum di dalam *Board Manual.* The duties and responsibilities of the President Commissioner have been disclosed in the Annual Report as well as in the 2025 Annual Work Plan and Budget (RKAT) of the Board of Commissioners. The President Commissioner acts as the coordinator for the implementation of all duties and functions of the Board of Commissioners to ensure compliance with GCG principles. The President Commissioner coordinates the division of supervisory roles among the members of the Board of Commissioners through the Decision of the Board of Commissioners and the determination of meeting agendas with the Board of Directors and senior management as stated in the Board Manual.	***Apply***	**1**
Prinsip 1: Peran dan Tanggung Jawab Direksi dan Dewan Komisaris **Principle 1:** Roles and Responsibilities of the Board of Directors and the Board of Commissioners	**Sub Prinsip 1.4:** Pembentukan Komite **Sub-Principle 1.4:** Committee Establishment	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. The Corporation has committees under the Board of Commissioners consisting of at least: Audit Committee, Nomination and Remuneration Committee, and Risk Management Monitoring Committee.	Perseroan telah memiliki 4 (empat) Komite di bawah Dewan Komisaris yaitu: 1. Komite Audit. 2. Komite Pemantau Manajemen Risiko dan Pengembangan Usaha. 3. Komite Nominasi, Remunerasi dan GCG. 4. Komite Tata Kelola Terintegrasi. The Company has four committees under the Board of Commissioners: 1. Audit Committee. 2. Risk Management and Business Development Monitoring Committee. 3. Nomination, Remuneration, and GCG Committee. 4. Integrated Governance Committee.	***Apply***	**1**
		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.	Dewan Komisaris telah memastikan bahwa anggota Komite Audit seluruhnya independen dan komite lain yang dibentuk Dewan Komisaris adalah mayoritas dari pihak independen. Seluruh anggota komite memiliki kompetensi, berkomitmen, serta memiliki wewenang yang memadai untuk menjalankan perannya secara efektif dan independen, hal ini diketahui berdasarkan profil para anggota komite.	***Apply***	**1**

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply*/ *Explain*)	Score
		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 committee members have the competence, commitment, and sufficient authority to carry out their roles effectively and independently.	The Board of Commissioners has ensured that all members of the Audit Committee are independent, and that the other committees formed by the Board of Commissioners are composed predominantly of independent parties. All committee members are competent, committed, and have sufficient authority to carry out their roles effectively and independently, as evidenced by the profiles of the committee members.		
		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. 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.	Berdasarkan kajian dokumen dan informasi dalam *website*, saat ini Ketua Komite Audit adalah Ibu Conny Lolyta Rumondor yang merupakan Komisaris Independen, dan tidak menjabat sebagai Komisaris Utama PT PGN (Persero). Based on a review of documents and information on the website, currently the Chair of the Audit Committee is Mrs. Conny Lolyta Rumondor who is an Independent Commissioner, and does not serve as the President Commissioner of PT PGN (Persero).	***Apply***	**1**
Prinsip 1: Peran dan Tanggung Jawab Direksi dan Dewan Komisaris **Principle 1:** Roles and Responsibilities of the Board of Directors and the Board of Commissioners	**Sub Prinsip 1.5:** Penilaian Kinerja - Dewan Komisaris dan Anggotanya **Sub-Principle 1.5:** Performance Assessment - Board of Commissioners and its Members	1.5.1 Dewan Komisaris melakukan evaluasi formal tahunan secara obyektif untuk menentukan efektivitas Dewan, komitenya, dan setiap individu komisaris. The Board of Commissioners conducts annual formal evaluations objectively to determine the effectiveness of the Board, its committees, and each individual commissioner.	Dewan Komisaris setiap tahunnya melakukan penilaian efektivitas kinerja melalui penilaian sendiri *(self-assessment)* anggota Dewan Komisaris secara kolegial dan seluruh komite di bawah Dewan Komisaris. Penilaian kinerja ini telah diungkapkan dalam Laporan Pengawasan Komisaris periode Tahun Buku 2025 dan Laporan Tahunan Perseroan. The Board of Commissioners annually assesses the effectiveness of its performance through a collegial self-assessment of its members and all committees under the Board of Commissioners. This performance assessment has been disclosed in the Commissioners' Supervisory Report for the 2025 Fiscal Year and the Company's Annual Report.	***Apply***	**1**
Prinsip 1: Peran dan Tanggung Jawab Direksi dan Dewan Komisaris **Principle 1:** Roles and Responsibilities of the Board of Directors and the Board of Commissioners	**Sub Prinsip 1.6:** Benturan Kepentingan **Sub-Principle 1.6:** Conflict of Interests	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.	Perseroan memiliki kebijakan dan/atau Pedoman bagi Direksi yang menjabat atau ingin menjabat sebagai Direktur atau Komisaris di korporasi lain di dalam Anggaran Dasar dan *Board Manual*. Saat ini tidak ada anggota Direksi yang menjabat sebagai Direktur atau Komisaris di korporasi lain di luar grup perseroan.	***Apply***	**1**

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply*/ *Explain*)	Score
		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 chair of the committee that performs the nominating function before accepting a new appointment as a Director or Commissioner of a public corporation, another Director position, or any other position with a significant time commitment.	The Company has policies and/or guidelines for Directors serving or seeking to serve as Directors or Commissioners in other corporations, as outlined in the Articles of Association and the Board Manual. Currently, no members of the Board of Directors serve as Directors or Commissioners in corporations outside the Company's group.		
		1.6.2 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.	Perseroan telah mengatur mengenai benturan kepentingan manajemen, anggota Direksi, Dewan Komisaris dan Pemegang Saham, termasuk penyalahgunaan aset korporasi dan penyalahgunaan dalam transaksi pihak berelasi sebagaimana telah diatur dalam: 1. Piagam Dewan Komisaris dan Direksi (*Board Manual*); 2. Pedoman Perilaku Etika (*Code of Conduct*). Seluruh Dewan Komisaris dan Direksi telah menandatangani Surat Pernyataan Tidak Memiliki Benturan Kepentingan. Dewan Komisaris mengawasi potensi benturan kepentingan dalam Perseroan. Anggota Komisaris dan Direksi yang memiliki benturan kepentingan tidak dapat turut serta dalam pemantauan dan pengambilan keputusan atas potensi benturan kepentingan yang melibatkan Komisaris atau Direktur yang bersangkutan.	***Apply***	**1**
		The Board of Commissioners monitors and manages potential conflicts of interest between 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 with conflicts of interest are not involved in monitoring and decision-making regarding potential conflicts of interest involving the Commissioner or their affiliates.	The Company has regulated conflicts of interest between management, members of the Board of Directors, the Board of Commissioners, and shareholders, including misuse of corporate assets and misuse in related party transactions, as stipulated in: 1. Board Manual; 2. Code of Conduct. All members of the Board of Commissioners and Directors have signed a Statement of No Conflict of Interest. The Board of Commissioners monitors potential conflicts of interest within the Company. Members of the Board of Commissioners and Directors who have a conflict of interest may not participate in monitoring and decision-making regarding potential conflicts of interest involving the Commissioner or Director in question.		

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply*/ *Explain*)	Score
Prinsip 1: Peran dan Tanggung Jawab Direksi dan Dewan Komisaris **Principle 1:** Roles and Responsibilities of the Board of Directors and the Board of Commissioners	**Sub Prinsip 1.7:** Peningkatan Kompetensi Anggota Direksi dan Dewan Komisaris **Sub-Principle 1.7:** Competency Improvement for Members of the Board of Directors and the Board of Commissioners	1.7.1 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.	Dewan Komisaris memastikan bahwa anggota Direksi dan Dewan Komisaris memahami peran dan tanggung jawab mereka sejak baru diangkat melalui program pengenalan yang formal dan memadai. Dewan Komisaris dan Direksi juga rutin mengikuti berbagai program pelatihan dan peningkatan kompetensi. Selain itu, Dewan Komisaris dan Direksi 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 melalui Rapat Gabungan Dewan Komisaris dan Direksi maupun kajian dari fungsi *Legal & Compliance*. Dalam rangka mendukung pelaksanaan tugas dan fungsi Dewan Komisaris dan Direksi terkait dengan tugas pengawasan dan pengelolaan Perseroan, Dewan Komisaris dan Direksi dapat mengajukan usulan program untuk mengikuti *focus group discussion*, seminar, dan *workshop* sesuai dengan kebutuhan sebagaimana telah diatur dalam Piagam Direksi dan Dewan Komisaris (*Board Manual)* melalui Program Peningkatan Kompetensi Dewan Komisaris dan Direksi halaman 436-445. Realisasi kegiatan pelatihan dan peningkatan kompetensi yang diikuti Dewan Komisaris dan Direksi diungkapkan dalam Laporan Tahunan.	***Apply***	**1**
		The Board of Commissioners ensures that members of the Board of Directors and the 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 the Board of Commissioners in updating and refreshing their skills and knowledge necessary to carry out their roles on the Board.	The Board of Commissioners ensures that members of the Board of Directors and the Board of Commissioners understand their roles and responsibilities from the moment they are appointed through a formal and adequate induction program. The Board of Commissioners and the Board of Directors also regularly participate in various training and competency improvement programs. Additionally, the Board of Commissioners and the Board of Directors 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 through Joint Meetings of the Board of Commissioners and the Board of Directors and reviews from the Legal & Compliance function. In order to support the implementation of the duties and functions of the Board of Commissioners and the Board of Directors related to the supervision and management of the Company, the Board of Commissioners and the Board of Directors may submit program proposals to participate in focus group discussions, seminars, and workshops according to the needs as stipulated in the Board Manual through the Board of Commissioners and the Board of Directors Competency Improvement Program on page 436-445. The realization of training and competency improvement activities attended by the Board of Commissioners and the Board of Directors is disclosed in the Annual Report.		
Total Apply Prinsip 1: Peran dan Tanggung Jawab Direksi dan Dewan Komisaris Total Apply for Principle 1: Roles and Responsibilities of the Board of Directors and Board of Commissioners					**29**

Berikut rangkuman hasil penilaian tingkat kepatuhan Perseroan untuk Prinsip 1 (Peran dan Tanggung Jawab Direksi dan Dewan Komisaris):

The following outlines the Company's compliance assessment results for Principle 1 (Roles and Responsibilities of the Board of Directors and Board of Commissioners):

No	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	*Apply*	*Explain*
1.1	Peran dan Tanggung Jawab Direksi Roles and Responsibilities of the Board of Directors	9	8	1
1.2	Penilaian Kinerja - Direksi dan Anggotanya Performance Assessment - Board of Directors and its Members	2	2	0
1.3	Peran dan Tanggung Jawab Dewan Komisaris Roles and Responsibilities of the Board of Commissioners	13	12	1
1.4	Pembentukan Komite Committee Establishment	3	3	0
1.5	Penilaian Kinerja - Dewan Komisaris dan Anggotanya Performance Assessment - Board of Commissioners and its Members	1	1	0
1.6	Benturan Kepentingan Conflict of Interest	2	2	0
1.7	Peningkatan Kompetensi Anggota Direksi dan Dewan Komisaris Improving the Competence of Members of the Board of Directors and Board of Commissioners	1	1	0
	TOTAL	**31**	**29**	**2**

Dari total 31 (tiga puluh satu) item rekomendasi pada Prinsip 1 (Peran dan Tanggung Jawab Direksi), Perseroan telah *Apply* atau menerapkan sebanyak 29 (dua puluh sembilan) item rekomendasi, kemudian masih terdapat 2 (dua) item rekomendasi yang masuk kategori *Explain* atau dijelaskan.

Out of a total of 31 (thirty-one) recommendation items under Principle 1 (Roles and Responsibilities of the Board of Directors), the Company has applied 29 (twenty-nine) recommendation items, while 2 (two) recommendation items fall into the Explain category.

2. KOMPOSISI DAN REMUNERASI DIREKSI DAN DEWAN KOMISARIS
Composition and Remuneration of the Board of Directors and the Board of Commissioners

Prinsip Principle	**Sub Prinsip** Sub-Principle	**Rekomendasi** Recommendation	**Pelaksanaan** Implementation	**Status** (*Apply/ Explain*)	**Score**
Prinsip 2: Komposisi dan Remunerasi Direksi dan Dewan Komisaris **Prinsip 2:** Komposisi dan Remunerasi Direksi dan Dewan Komisaris	**Sub Prinsip 2.1:** Komposisi Direksi **Sub Prinsip 2.1:** Komposisi Direksi	2.1.1 Dalam menentukan kandidat calon Direktur, Dewan Komisaris melalui Komite Nominasi dan Remunerasi 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. In determining prospective Director candidates, the Board of Commissioners through the Nomination and Remuneration Committee does not rely solely 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.	**N/A (*Not Applicable*)** karena berdasarkan kajian dokumen dan konfirmasi, proses pengangkatan dan /atau pemberhentian anggota Direksi dan anggota Dewan Komisaris tidak melalui rekomendasi Komite Nominasi dan Remunerasi. Demikian pula penggunaan sumber independen untuk menentukan kandidat yang memenuhi syarat tidak dilakukan oleh Dewan Komisaris melalui Komite Nominasi dan Remunerasi. Namun dalam praktiknya pengangkatan dan/ atau pemberhentian anggota Direksi dan anggota Dewan Komisaris dilakukan langsung oleh Pemegang Saham Seri A Dwiwarna yaitu saham yang dimiliki khusus oleh Negara Republik Indonesia yang memberikan kepada pemegangnya Hak Istimewa, berdasarkan Anggaran Dasar (AD) Perseroan Pasal 5 (SAHAM). **N/A (Not Applicable)** because based on document reviews and confirmation, the process to appoint and/or dismiss members of the Board of Directors and members of the Board of Commissioners does not involve the recommendations of the Nomination and Remuneration Committee. The Board of Commissioners did not use independent sources either to determine qualified candidates. However, in practice, the appointment and/or dismissal of members of the Board of Directors and members of the Board of Commissioners is conducted directly by the Holder of the Dwiwarna A Series Share, which is owned especially by the Republic of Indonesia and grants its holders special Rights, based on the Company's Articles of Association Article 5 (SHARES).	***Explain***	**0**
		2.1.2 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.	**N/A (*Not Applicable*)** karena berdasarkan kajian dokumen dan konfirmasi, proses pengangkatan dan/ atau pemberhentian anggota Direksi dan anggota Dewan Komisaris tidak melalui rekomendasi atau usulan Dewan Komisaris. Namun dalam praktiknya pengangkatan dan/ atau pemberhentian anggota Direksi dan anggota Dewan Komisaris dilakukan langsung oleh Pemegang Saham Seri A Dwiwarna yaitu saham yang dimiliki khusus oleh Negara Republik Indonesia yang memberikan kepada pemegangnya Hak Istimewa, berdasarkan Anggaran Dasar (AD) Perseroan Pasal 5 (SAHAM).	***Explain***	**0**

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply*/ *Explain*)	Score
		The Board of Commissioners ensures that criteria for the selection of 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 pays attention to the fulfillment of the diversity of the Board of Directors.	**N/A (Not Applicable)** because based on document reviews and confirmation, the process to appoint and/or dismiss members of the Board of Directors and members of the Board of Commissioners does not involve the recommendations of the Nomination and Remuneration Committee. The Board of Commissioners did not use independent sources either to determine qualified candidates. However, in practice, the appointment and/or dismissal of members of the Board of Directors and members of the Board of Commissioners is conducted directly by the Holder of the Dwiwarna A Series Share, which is owned especially by the Republic of Indonesia and grants its holders special Rights, based on the Company's Articles of Association Article 5 (SHARES).		
		2.1.3 Kebijakan korporasi tentang keberagaman pada, Direksi dan Dewan Komisaris diungkapkan dalam Laporan Tahunan.	Dalam proses pengangkatan anggota Direksi dan Dewan Komisaris, Perseroan dalam hal ini RUPS mempertimbangkan berbagai aspek keberagaman, seperti usia, latar belakang pendidikan, pengalaman kerja, dan keahlian individu yang bersangkutan. Keberagaman komposisi ini menjadi bagian integral dari upaya Perseroan dalam meningkatkan kualitas proses pengambilan keputusan. Kebijakan korporasi tentang keberagaman pada Direksi dan Dewan Komisaris telah diungkapkan dalam Laporan Tahunan pada bagian profil anggota Direksi dan anggota Dewan Komisaris	***Apply***	**1**
		Corporate policies regarding diversity among the Board of Directors and the Board of Commissioners are disclosed in the Annual Report.	In the process of appointing members of the Board of Directors and the Board of Commissioners, the Company, in this case represented by the GMS, considers multiple aspects of diversity, such as age, educational background, work experience, and individual expertise. The diversity of composition is an integral part of the Company's efforts to enhance the quality of decision-making process. The corporate policy on the diversity of the Board of Directors and the Board of Commissioners has been disclosed in the Annual Report's profile section of members of the Board of Directors and members of the 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.	Dewan Komisaris memastikan bahwa kebijakan dan prosedur untuk seleksi dan nominasi Komisaris telah jelas dan transparan, kebijakan dan prosedur juga telah diungkapkan dalam Laporan Tahunan pada bab Tata Kelola. Perseroan telah memiliki pedomana Nominasi Direksi dan Dewan Komisaris; Nominasi anggota Dewan Komisaris Perseroan dilaksanakan dengan mempertimbangkan latar belakang pendidikan dan pengalaman karier profesional masing-masing. Keberagaman Anggota Dekom terlihat dalam profil (CV) masing-masing Anggota Dewan Komisaris.	***Apply***	**1**

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply/ Explain*)	Score
		The Board of Commissioners ensures that the policies and procedures for the 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.	The Board of Commissioners ensures that the policies and procedures to select and nominate Commissioners are clear and transparent. The policies and procedures have also been disclosed in the Governance chapter of the Annual Report. The Company already has a manual for the Nomination of the Board of Directors and the Board of Commissioners. Nomination of members of the Company's Board of Commissioners is conducted by taking into account the educational background and professional experience of each candidate. The diversity of Members of the Board of Commissioners is detailed in the profile (CV) of each Member of the Board of Commissioners.		
		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.	Komite Nominasi dan Remunerasi menjalankan fungsi nominasi berdasarkan prosedur dan kriteria nominasi yang tertuang dalam Piagam Komite Nominasi dan GCG (NRGCG) PGN yang telah disahkan oleh Dewan Komisaris tanggal Jakarta, 18 Januari 2024 Pengaturan pengangkatan dan pemberhentian anggota Dewan Komisaris tercantum di dalam: 1. Undang-Undang RI Nomor: 40 tahun 2007 tanggal 16 Agustus 2007 tentang Perseroan Terbatas; 2. Peraturan Otoritas Jasa Keuangan Nomor: 33/POJK.04/2014 tanggal 8 Desember 2014 tentang Direksi dan Dewan Komisaris Emiten atau Perseroan Publik; 3. Anggaran Dasar Perseroan tanggal 11 Mei 2021 Pasal 14 Ayat (12); 4. Peraturan Menteri Badan Usaha Milik Negara Nomor PER-3/MBU/03/2023 Tahun 2023 tentang Organ Dan Sumber Daya Manusia Badan Usaha Milik Negara.	***Apply***	**1**
		The Board of Commissioners/ Committee, which carries out the nomination function, determines nomination procedures and criteria that are consistent with the Board of Commissioners' skills matrix, which has been approved by the Board of Commissioners, and ensures that the candidate profile meets the requirements set out in the skills matrix and nomination criteria.	The Nomination and Remuneration Committee performs the nomination function based on the nomination procedures and criteria set out in the Charter of the Nomination, Remuneration, and GCG Committee (NRGCG) of PGN that has been approved by the Board of Commissioners in Jakarta on 18 January 2024. Arrangements of the appointment and dismissal of members of the Board of Commissioners are stipulated in: 1. Law of the Republic of Indonesia Number 40 of 2007 dated 16 August 2007 on Limited Liability Companies; 2. Regulation of the Financial Services Authority Number 33/POJK.04/2014 dated 8 December 2014 on the Board of Directors and the Board of Commissioners of Issuers or Public Listed Companies; 3. Articles of Association of the Company dated 11 May 2021 Article 14 Paragraph (12); 4. Regulation of the Minister of State-Owned Enterprises Number PER-3/MBU/03/2023 of 2023 on Organs and Human Resources of State-Owned Companies.		

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply*/ *Explain*)	Score
		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. 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 skills, expertise, knowledge, experience, age, cultural background and gender required to appropriately fulfill the role of the Board of Commissioners.	Komposisi anggota Dewan Komisaris telah sesuai dengan kebutuhan Perseroan, termasuk didalamnya keberagaman keahlian dan jumlah komposisi Dewan Komisaris. Perseroan memiliki Pedoman Nominasi untuk anggota Dewan Komisaris. Anggota Dewan Komisaris PGN saat ini mencerminkan keberagaman dalam hal kemampuan, keahlian, pengetahuan, pengalaman, usia, latar belakang budaya, dan gender. Keberagaman anggota Dewan Komisaris dapat dilihat pada bagian Profil Dewan Komisaris. The composition of members of the Board of Commissioners has met the Company's needs, including diversity of expertise and number of members of the Board of Commissioners. The Company has the Nomination Manual for members of the Board of Commissioners. Current members of PGN's Board of Commissioners reflect diversity in abilities, expertise, knowledge, experience, age, cultural background and gender. The diversity of members of the Board of Commissioners can be found in the Board of Commissioners Profile section.	*Apply*	1
		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.	Dari 6 (enam) anggota Dewan Komisaris, 3 (tiga) anggota atau 50% (lima puluh persen) adalah Komisaris Independen. Oleh karenanya Perseroan telah memenuhi ketentuan Peraturan Otoritas Jasa Keuangan Nomor 33/ POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perseroan Publik, yang mensyaratkan lebih dari 30% anggota Komisaris harus independen. Berdasarkan Anggaran Dasar Perseroan, anggota Dewan Komisaris diangkat untuk jangka waktu terhitung sejak tanggal yang ditetapkan oleh RUPS yang mengangkatnya dan berakhir pada penutupan RUPS Tahunan yang ke-5 (lima) setelah tanggal pengangkatannya, dengan syarat tidak boleh melebihi jangka waktu 5 (lima) tahun, dengan memperhatikan peraturan perundang-undangan yang berlaku di bidang pasar modal, namun dengan tidak mengurangi hak dari RUPS untuk sewaktu-waktu dapat memberhentikan Anggota Dewan Komisaris sebelum masa jabatannya berakhir. Setelah masa jabatannya berakhir, Anggota Dewan Komisaris dapat diangkat kembali oleh RUPS untuk 1 (satu) kali masa jabatan.	*Apply*	1

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply/ Explain*)	Score
		To enable the Board of Commissioners to provide independent advice and supervision to the Board of Directors and for roles where there is a potential 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.	Out of 6 (six) members of the Board of Commissioners, 3 (three) members or 50% (fifty percent) are Independent Commissioners. Therefore, the Company has complied with the provision of Regulation of the Financial Services Authority Number 33/ POJK.04/2014 on the Board of Directors and the Board of Commissioners of Issuers or Public Listed Companies, which requires that independent members make up more than 30% of the Board of Commissioners. Based on the Articles of Association of the Company, members of the Board of Commissioners are appointed for a term starting from the date determined by the GMS that appoints them and ending at the conclusion of the 5th (fifth) Annual GMS after the date of their appointment, provided that it does not exceed a period of 5 (five) years, with due regard to applicable laws and regulations in the capital market sector, but without reducing the right of the GMS to dismiss Members of the Board of Commissioners at any time before their term of office ends. Once their term of office ends, Members of the Board of Commissioners may be reappointed by the GMS for 1 (one) term of office.		
		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	**N/A (*Not Applicable*)** karena berdasarkan kajian dokumen dan konfirmasi, proses pengangkatan dan/atau pemberhentian anggota Direksi dan anggota Dewan Komisaris tidak melalui rekomendasi Komite Nominasi dan Remunerasi. Namun dalam praktiknya pengangkatan dan/ atau pemberhentian anggota Direksi dan anggota Dewan Komisaris dilakukan langsung oleh Pemegang Saham Seri A Dwiwarna yaitu saham yang dimiliki khusus oleh Negara Republik Indonesia yang memberikan kepada pemegangnya Hak Istimewa, berdasarkan Anggaran Dasar (AD) Perseroan Pasal 5 (SAHAM).	***Explain***	**0**
		To facilitate the effective functioning of the Board of Directors and the Board of Commissioners and to increase investor and stakeholder trust, the Nomination and Remuneration Committee ensures that there is a formal, strict and transparent process for the designation and appointment of members of the Board of Directors and the Board of Commissioners.	**N/A (Not Applicable)** because based on document reviews and confirmation, the process to appoint and/or dismiss members of the Board of Directors and members of the Board of Commissioners does not involve the recommendations of the Nomination and Remuneration Committee. The Board of Commissioners did not use independent sources either to determine qualified candidates. However, in practice, the appointment and/or dismissal of members of the Board of Directors and members of the Board of Commissioners is conducted directly by the Holder of the Dwiwarna A Series Share, which is owned especially by the Republic of Indonesia and grants its holders special Rights, based on the Company's Articles of Association Article 5 (SHARES).		

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply*/ *Explain*)	Score
Prinsip 2: Komposisi dan Remunerasi Direksi dan Dewan Komisaris **Principle 2:** Composition and Remuneration of the Board of Directors and the Board of Commissioners	**Sub Prinsip 2.2:** Remunerasi Direksi dan Dewan Komisaris **Sub-Principle 2.2:** Remuneration of the Board of Directors and the Board of Commissioners	2.2.1 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 The policy on the remuneration for members of the Board of Directors consists of a remuneration structure oriented toward sustainable corporate development and encourages the achievement of long-term goals. Remuneration for the Board of Directors must be proposed, possibly through the Nomination and Remuneration Committee, by the Board of Commissioners for decision 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.	Penetapan remunerasi Direksi dilakukan mengacu pada Peraturan Menteri Badan Usaha Milik Negara Nomor PER-3/MBU/03/2023 Tahun 2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Dewan Komisaris berdasarkan hasil evaluasi dan masukan dari Komite Nominasi dan Remunerasi yang diberikan dengan mempertimbangkan peran setiap anggota, situasi ekonomi serta kinerja korporasi mengusulkan remunerasi Direksi kepada Menteri BUMN selaku Pemegang Saham seri A Dwiwarna dengan tembusan Direktur Utama PT Pertamina (Persero) selaku pemegang saham seri B (saham mayoritas) PGN. Selanjutnya RUPS menetapkan gaji/honorarium, tunjangan, fasilitas dan tantiem/insentif kinerja untuk Direksi dan Dewan Komisaris. Remuneration of the Board of Directors is determined based on Regulation of the Minister of State-Owned Enterprises Number PER-3/MBU/03/2023 of 2023 on Organs and Human Resources of State-Owned Enterprises. Based on evaluation results and input from the Nomination and Remuneration Committee in account of the role of each member, economic situation, and corporate performance, the Board of Commissioners proposes the remuneration for the Board of Directors to the Minister of State-Owned Enterprises as the Holder of the Dwiwarna A Series Share, with a copy to the President Director of PT Pertamina (Persero) as the holder of Series B shares (majority shares) of PGN. Furthermore, the GMS determines the salaries/honoraria, allowances, facilities, and tantiem/performance incentives for the Board of Directors and the Board of Commissioners.	***Apply***	**1**
		2.2.2 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. Disamping itu juga harus dipertimbangkan posisinya sebagai Komisaris Utama dan ketua serta keanggotaannya dalam komite-komite.	Kebijakan remunerasi anggota Dewan Komisaris terdiri atas struktur remunerasi yang berorientasi pada pengembangan korporasi yang berkelanjutan dan mendorong pencapaian tujuan jangka panjang. Ketentuan mengenai hal-hal yang perlu diperhatikan dalam penyusunan struktur, kebijakan dan besaran remunerasi mengacu Peraturan Menteri Badan Usaha Milik Negara Nomor PER-3/MBU/03/2023 Tahun 2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Proses penyampaian usulan hingga penetapan tantiem dan gaji/honorarium Dewan Komisaris sebagaimana tersebut pada prinsip 2.2.1 di atas.	***Apply***	**1**

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply*/ *Explain*)	Score
		The policy on the remuneration for members of the Board of Commissioners consists of a remuneration structure oriented toward sustainable corporate development and encourages the achievement of long-term goals. The amount of remuneration for the Board of Commissioners proposed to the GMS is determined by considering the role of each member of the Board of Commissioners, economic situation, and corporate performance. Moreover, the position of President Commissioner and chairpersonship and membership in committees must also be taken into account.	The policy on the remuneration for members of the Board of Commissioners consists of a remuneration structure oriented toward sustainable corporate development and encourages the achievement of long-term goals. Provisions regarding matters that need to be considered in preparing the structure, policies, and amount of remuneration refer to Regulation of the Minister of State-Owned Enterprises Number PER-3/MBU/03/2023 of 2023 concerning the Organs and Human Resources of State-Owned Enterprises. The process for submitting proposals and determining bonuses and salaries/ honoraria for the Board of Commissioners is as stated in principle 2.2.1 above.		
		2.2.3 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. 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 are fair and transparent procedures for determining the remuneration policy for members of the Board of Directors and Board of Commissioners.	Penetapan remunerasi Dewan Komisaris dan Direksi berdasarkan tata cara dan prosedur yang dinyatakan dalam Pedoman Komite Nominasi dan Remunerasi. Komite Nominasi dan Remunerasi memastikan bahwa terdapat prosedur yang adil dan transparan untuk menetapkan kebijakan remunerasi anggota Direksi dan Dewan Komisaris, berdasarkan prestasi, kualifikasi dan kompetensi Direktur dan Komisaris dengan memperhatikan kinerja operasi korporasi, kinerja individu dan kondisi ekonomi/pasar. The remuneration for the Board of Commissioners and the Board of Directors is determined based on the methods and procedures stated in the Manual for Nomination and Remuneration Committee. The Nomination and Remuneration Committee ensures that there are fair and transparent procedures for determining the policy on remuneration for members of the Board of Directors and the Board of Commissioners, based on achievements, qualifications, and competencies of Directors and Commissioners, taking into account corporate operational performance, individual performance, and economic/market conditions.	*Apply*	1
Total Apply Prinsip 2: Komposisi dan Remunerasi Direksi dan Dewan Komisaris Total Apply for Principle 2: Composition and Remuneration of the Board of Directors and Board of Commissioners					**8**

Berikut rangkuman hasil penilaian tingkat kepatuhan Perseroan untuk Prinsip 2 (Komposisi dan Remunerasi Direksi dan Dewan Komisaris):

The following outlines the Company's compliance assessment results for Principle 2 (Composition and Remuneration of the Board of Directors and Board of Commissioners):

No	Sub Prinsip Sub-Principle	Rekomendasi Recommendations	*Apply*	*Explain*
2.1	Komposisi Direksi Composition of the Board of Directors	8	5	3
2.2	Remunerasi Direksi dan Dewan Komisaris Remuneration of the Board of Directors and the Board of Commissioners	3	3	0
	TOTAL	**11**	**8**	**3**

Dari total 11 (sebelas) item rekomendasi pada Prinsip 2 (Komposisi dan Remunerasi Direksi dan Dewan Komisaris), Perseroan telah *Apply* atau menerapkan sebanyak 8 (delapan) item rekomendasi, kemudian masih terdapat 3 (tiga) item rekomendasi yang masuk kategori *Explain* atau dijelaskan.

Out of a total of 11 (eleven) recommendation items under Principle 2 (Composition and Remuneration of the Board of Directors and Board of Commissioners), the Company has applied 8 (eight) recommendation items, while 3 (three) recommendation items fall into the Explain category.

3. HUBUNGAN KERJA ANTARA DIREKSI DENGAN DEWAN KOMISARIS
Work Relationship between the Board of Directors and Board of Commissioners

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply*/ *Explain*)	Score
Prinsip 3: Hubungan Kerja antara Direksi dengan Dewan Komisaris **Principle 3:** Work Relationship between the Board of Directors and Board of Commissioners	**Sub Prinsip 3.1:** Sifat Hubungan Kerja **Sub Prinsip 3.1:** Sifat Hubungan Kerja	3.1.1 Terdapat diskusi yang terbuka antara Direksi dengan Dewan Komisaris serta di antara para anggota Direksi dan para anggota Dewan Komisaris. Namun, tetap penting menjaga kerahasiaan informasi agar tidak terjadi kebocoran informasi rahasia. There are open discussions between the Board of Directors and the Board of Commissioners and between members of the Board of Directors and members of the Board of Commissioners. However, it is important to maintain information confidentiality to prevent leakage of confidential information.	Hubungan kerja antara Dewan Komisaris dan Direksi telah diatur dalam Pedoman Tata Kelola Perseroan dan Board Manual PGN. Mekanismenya antara lain melalui Rapat Gabungan Direksi - Komisaris, sebagaimana yang dimuat dalam Rekapitulasi Risalah Rapat BOC - BOD PGN tahun 2025. The work relationship between the Board of Commissioners and the Board of Directors is regulated in the Company's Governance Manual and the Board Manual of PGN. The mechanism involves a Joint Meeting between the Board of Directors and the Board of Commissioners, as stated in the Recapitulation of Minutes of the 2025 BOC - BOD Meeting.	***Apply***	**1**

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply*/ *Explain*)	Score
		3.1.2 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.	Dewan Komisaris dan Direksi telah melaksanakan tugas dan tanggung jawabnya sesuai dengan Anggaran Dasar, Board Manual dan ketentuan-ketentuan yang berlaku di dalam Perseroan. Dalam Proses penyusunan, pembahasan dan pengesahan RJPP & RKAP. Keputusan Direksi PT Perusahaan Gas Negara Tbk Nomor: 062000.K/PR.00/PDO/2024 tentang Penetapan Rencana Kerja Jangka Panjang Perusahaan (RJPP) Tahun 2025-2029 Suplemen hingga 2034 dan Visi Misi PT PGN Tbk	*Apply*	1
		Aligned with their respective duties and roles, the Board of Directors works together with the Board of Commissioners to formulate the corporate mission, vision, and strategies and regularly discuss the implementation.	The Board of Commissioners and the Board of Directors have performed their duties and responsibilities according to the Articles of Association, Board Manual, and provisions applicable within the Company in formulating, discussing, and approving the Company's Long-Term Plan (RJPP) and the Company's Work Plan and Budget (RKAP). Decree of the Board of Directors of PT Perusahaan Gas Negara Tbk Number: 062000.K/PR.00/PDO/2024 on the Stipulation of the Company's Long-Term Plan (RJPP) for 2025–2029 with Supplements Extending to 2034 and Vision and Mission of PT PGN Tbk.		
		3.1.3 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.	Terdapat Tugas dan wewenang Sekretaris Perseroan yg termuat dalam website Perseroan dalam Fungsi dan Tanggung Jawab Sekretaris Perseroan	*Apply*	1
		The Corporate Secretary plays an important role in supporting the effectiveness of the working relationship between the Board of Directors and the Board of Commissioners and promoting the implementation of good corporate governance practices, including effective communication with Shareholders and other stakeholders.	The duties and authority of Corporate Secretary are stated in the Company's website in the Functions and Responsibilities of Corporate Secretary menu.		

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply*/ *Explain*)	Score
Prinsip 3: Hubungan Kerja antara Direksi dengan Dewan Komisaris **Principle 3:** Work Relationship between the Board of Directors and Board of Commissioners	**Sub Prinsip 3.2:** Akses Informasi Dewan Komisaris Sub Prinsip 3.2: Akses Informasi Dewan Komisaris **Sub-Principle 3.2:** Access to Information of the Board of Commissioners	3.2.1 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.	Board Manual pada bab Wewenang Dewan Komisaris, telah mengatur mengenai hak Dewan Komisaris untuk mendapatkan informasi yang akurat dan relevan dari Direksi. Dewan Komisaris dapat berinteraksi dengan Direksi baik secara langsung maupun melalui rapat gabungan Dewan Komisaris Bersama Direksi.	***Apply***	1
		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 matters relevant to the corporation. The Board of Commissioners may request additional information from the Board of Directors at any time.	The Board Manual in the Authority of the Board of Commissioners chapter regulates the rights of the Board of Commissioners to obtain accurate and relevant information from the Board of Directors. The Board of Commissioners may interact with the Board of Directors directly and through a joint meeting of the Board of Commissioners and the Board of Directors.	***Apply***	1
Prinsip 3: Hubungan Kerja antara Direksi dengan Dewan Komisaris **Principle 3:** Work Relationship between the Board of Directors and Board of Commissioners	**Sub Prinsip 3.3:** Tanggung Jawab Direksi dan Dewan Komisaris atas Dampak Struktur Kepemilikan terhadap Korporasi **Sub-Principle 3.3:** Responsibilities of the Board of Directors and the Board of Commissioners on the Impact of Ownership Structure on the Corporation	3.3.1 Dampak struktur kepemilikan terhadap korporasi. Direksi dan Dewan Komisaris memperhitungkan tanggung jawabnya dalam konteks struktur kepemilikan saham dan hubungan antar-Pemegang Saham korporasi yang mungkin berdampak terhadap pengelolaan dan operasi korporasi. 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 share ownership structure and relationships between Shareholders that may impact the management and operations of the corporation.	Direksi dan Dewan Komisaris memastikan bahwa struktur Pemegang Saham dan hubungan antar Pemegang Saham tidak mempengaruhi pelaksanaan peran dan tanggung jawab Direksi dan Dewan Komisaris. Seluruh Keputusan dan kebijakan yang diambil Direksi dan Dewan Komisaris diambil secara independent dan transparan demi kepentingan Perseroan. The Board of Directors and the Board of Commissioners ensure that the Shareholder structure and relationships between Shareholders do not affect the implementation of their roles and responsibilities. All Decisions and policies taken by the Board of Directors and the Board of Commissioners are made independently and transparently for the benefit of the Company.	***Apply***	1
Total Apply Prinsip 3: Hubungan Kerja antara Direksi dengan Dewan Komisaris Total Apply for Principle 3: Work Relationship between the Board of Directors and Board of Commissioners					5

Berikut rangkuman hasil penilaian tingkat kepatuhan Perseroan untukPrinsip 3 (Hubungan Kerja antara Direksi dengan Dewan Komisaris):

The following outlines the Company's compliance assessment results forPrinciple 3 (Work Relationship between the Board of Directors and Board of Commissioners):

No	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	*Apply*	*Explain*
3.1	Sifat Hubungan Kerja Nature of Work Relationship	3	3	0
3.2	Akses Informasi Dewan Komisaris Access to Information of the Board of Commissioners	1	1	0
3.3	Tanggung Jawab Direksi dan Dewan Komisaris atas Dampak Struktur Kepemilikan terhadap Korporasi Responsibilities of the Board of Directors and the Board of Commissioners on the Impact of Ownership Structure on the Corporation	1	1	0
	TOTAL	**5**	**5**	**0**

Dari total 5 (lima) item rekomendasi pada Prinsip 3 (Hubungan Kerja antara Direksi dengan Dewan Komisaris), Perseroan telah *Apply* atau menerapkan sebanyak 5 (lima) item rekomendasi.

Out of a total of 5 (five) recommendation items under Principle 3 (Work Relationship between the Board of Directors and Board of Commissioners), the Company has applied all 5 (five) recommendation items.

4. PERILAKU ETIS DAN BERTANGGUNG JAWAB
Ethical and Responsible Behavior

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply*/ *Explain*)	Score
Prinisip 4: Perilaku Etis dan Bertanggung Jawab **Prinisip 4:** Perilaku Etis dan Bertanggung Jawab	**Sub Prinsip 4.1:** Pedoman Etika dan Perilaku **Sub-Principle 4.1:** Code of Ethics and Code of Conduct	4.1.1 Pernyataan ini dituangkan dalam Pedoman Perilaku Etika yang harus secara jelas mengungkapkan harapan korporasi bahwa setiap anggota Direksi dan Dewan Komisaris serta karyawan akan: a. Bertindak untuk kepentingan terbaik korporasi; b. Bertindak dengan jujur dan dengan integritas berstandar tinggi; c. Bersikap independen dan bertindak berdasarkan informasi yang lengkap, dengan itikad baik, dengan uji tuntas dan kehati-hatian; d. Mematuhi peraturan perundang-undangan yang berlaku bagi korporasi dan operasinya;	Ketentuan ini telah dinyatakan dalam Pedoman Perilaku Etika dan Pakta Integritas BOC, BOD & Pegawai This provision has been stated in the Code of Conduct and Integrity Pact of the BOC, BOD, & Employees.	*Apply*	1

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply*/ *Explain*)	Score
		e. Menghindari tindakan yang melanggar peraturan perundang-undangan atau tindakan yang tidak etis berdasarkan pedoman etika korporasi; f. Tidak terlibat atau berpartisipasi dalam kegiatan apapun yang akan menimbulkan benturan kepentingan dengan kepentingan terbaik korporasi atau yang akan berdampak negatif terhadap reputasi korporasi; g. 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 pelangganny; h. Tidak memanfaatkan jabatannya atau peluang yang dihasilkan oleh jabatannya untuk kepentingan pribadi; i. 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; j. Menghormati perbedaan pendapat dan hak-hak setiap anggota Direksi, Dewan Komisaris, dan karyawan; k. 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.			

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply/ Explain*)	Score
		This statement is stipulated in the Code of Conduct and Business Ethics, which must explicitly express the corporate expectations that every member of the Board of Directors and the Board of Commissioners as well as employees will: a. Act in the best interests of the corporation; b. Act honestly and with high standards of integrity; c. Be independent and act on the basis of complete information, in good faith, with due diligence and due care; d. Comply with laws and regulations applicable to the corporation and its operations; e. Avoid actions that violate laws and regulations or unethical actions based on corporate Code of Ethics; f. Not engage or participate in any activity that will create a conflict of interest with the best interests of the corporation or that will negatively impact the reputation of the corporation; g. Not take advantage of property or information that is owned by the corporation, other asset ownership, or its customers for personal gain or that causes harm to the corporation and its customers; h. Not exploit their position or the opportunities generated by their position for personal gain;			

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply*/ *Explain*)	Score
		i. Avoid the act of requesting or receiving payments, gratuities, or other benefits from third parties for oneself or for other people that gives rise to a conflict of interest/provides benefits to third parties in violation of statutory regulations; j. Respect differences of opinion and the rights of each member of the Board of Directors, Board of Commissioners, and employees; k. Ensure complete, fair, accurate, timely, and understandable disclosure in reports and documents submitted by the corporation to regulators and in other forms of public communications.			
		4.1.2 Direksi menetapkan kebijakan dan praktik anti pencucian uang dan pendanaan terorisme, anti-suap, anti-korupsi, anti-kecurangan (anti-fraud), keterlibatan dalam politik dengan mengacu pada standar nasional atau internasional mengenai anti-pencucian uang, anti-suap, anti-korupsi, anti kecurangan atau standar terkait lainnya. The Board of Directors stipulate anti-money-laundering and anti-terrorism financing, anti-bribery, anti-corruption, anti-fraud, and political involvement policies and practices with reference to national and international standards on anti-money-laundering, anti-bribery, anti-corruption, anti-fraud, or other related standards.	Perseroan telah memiliki kebijakan Pedoman Sistem Manajemen Anti Penyuapan P-003/0.20 PT PGN Tbk, Oktober 2020 dan Pedoman Perilaku Etika The Company has the Manual for Anti-Bribery Management System P-003/0.20 PT PGN Tbk, October 2020 and Code of Conduct	*Apply*	1
Prinisip 4 Perilaku Etis dan Bertanggung Jawab **Principle 4:** Ethical and Responsible Behavior	**Sub Prinsip 4.2:** Nilai-nilai dan Budaya Organisasi **Sub-Principle 4.2:** Organizational Values and Culture	4.2.1 Korporasi mengartikulasikan, menumbuhkan dan mengungkapkan budaya dan nilai-nilai korporasi. 4.2.1 The corporation articulates, cultivates, and expresses corporate culture and values.	Sebagai bagian dari Holding Migas, PGN turut mengimplementasikan core values BUMN AKHLAK sebagai budaya Perseroan. Program Budaya AKHLAK Subholding Gas. Budaya dan nilai-nilai korporasi. Juga diungkapkan pada Laporan Tahunan. As part of the Oil and Gas Holding, PGN also implements the SOE AKHLAK core values as part of the Company's corporate culture. The AKHLAK Culture Program for Gas Subholding and corporate culture and values are disclosed in the Annual Report.	*Apply*	1

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply*/ *Explain*)	Score
Prinsip 4 Perilaku Etis dan Bertanggung Jawab **Principle 4:** Ethical and Responsible Behavior	**Sub Prinsip 4.3:** Komunikasi dan Penegakan Pedoman Etika, Nilai-nilai, dan Budaya **Sub-Principle 4.3:** Communications and Enforcement of Code of Ethics, Values, and Culture	4.3.1 Pedoman Perilaku Etika 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. The Company Code of Conduct are effectively communicated to the Board of Directors, the Board of Commissioners, and all employees. They are enforced and integrated into the corporate strategies and operations, including the risk management system and remuneration structure.	Perseroan telah mengkomunikasikan Pedoman Perilaku Etika kepada semua Insan Perseroan secara efektif dan diintegrasikan ke dalam strategi dan operasi korporasi melalui penerapan Pedoman Perilaku Etika. Penegakan Pedoman/kebijakan Perseroan didukung dengan penerapan sanksi terhadap setiap pelanggaran yang terbukti. The Company has effectively communicated the corporate Code of Conduct to all Company Personnel and integrated them into its corporate strategies and operations through the implementation of the Business Ethics and Work Ethics Guidelines. Enforcement of the Company's Guidelines/ policies is supported by the application of sanctions for any proven violations.	***Apply***	**1**
Total Apply Prinsip 4: Perilaku Etis dan Bertanggung Jawab Total Apply for Principle 4: Ethical and Responsible Behavior					**4**

Berikut rangkuman hasil penilaian tingkat kepatuhan Perseroan untuk Prinsip 4 - Perilaku Etis dan Bertanggung Jawab):

The following outlines the Company's compliance assessment results for Principle 4 (Ethical and Responsible Behavior):

No	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	*Apply*	*Explain*
4.1	Pedoman Etika dan Perilaku Code of Conducts	2	2	0
4.2	Nilai-nilai dan Budaya Organisasi Organizational Values and Culture	1	1	0
4.3	Komunikasi dan Penegakan Pedoman Etika, Nilai-nilai, dan Budaya Communication and Enforcement of Code of Conducts, Values, and Culture	1	1	0
	TOTAL	**4**	**4**	**0**

Dari total 4 (empat) item rekomendasi pada Prinsip 4 (Perilaku Etis dan Bertanggung Jawab), Perseroan telah *Apply* atau menerapkan sebanyak 4 (empat) item rekomendasi.

Out of a total of 4 (four) recommendation items under Principle 4 (Ethical and Responsible Behavior), the Company has applied all four (4) recommendation items.

5. MANAJEMEN RISIKO, PENGENDALIAN INTERNAL DAN KEPATUHAN
Risk Management, Internal Control, and Compliance

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply*/ *Explain*)	Score
Prinsip 5: Manajemen Risiko, Pengendalian Internal dan Kepatuhan **Principle 5:** Risk Management, Internal Control, and Compliance	**Sub Prinsip 5.1:** Pengendalian Internal dan Kepatuhan **Sub-Principle 5.1:** 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.	Direksi telah 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.	*Apply*	1
		The Board of Directors conducts regular reviews of the accuracy of designs and operational effectiveness of the governance system, risk management, internal control and the Company's compliance, and reports the implementation and results of the review to shareholders through the Company's Annual Report.	The Board of Directors has conducted regular reviews of the accuracy of designs and operational effectiveness of the governance system, risk management, internal control and the Company's compliance, and reports the implementation and results of the review to shareholders through the Company's Annual Report.		
Prinsip 5: Manajemen Risiko, Pengendalian Internal dan Kepatuhan **Principle 5:** Risk Management, Internal Control, and Compliance	**Sub Prinsip 5.2:** Manajemen Risiko Sub Principle 5.2: 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. Strategy and risk is one unit, disclosed in a transparent manner, incorporated into the implementation of the duties and responsibilities of the Board of Directors and the Board of Commissioners, as well as in discussions at the meetings of the Board of Directors and Board of Commissioners.	Strategi dan risiko telah diungkapkan secara transparan, masuk ke dalam pelaksanaan tugas dan tanggung jawab Direksi dan Dewan Komisaris, serta dalam diskusi di rapat Dewan Komisaris dan Direksi, termuat dalam Risalah rapat BOC-BOD tanggal 22 Januari 2025, No: 1/UNDD.00/D.KOM/2025 dengan agenda rapat Laporan Manajemen. The Company has disclosed its strategy and risks in a transparent manner and incorporated into the implementation of the duties and responsibilities of the Board of Directors and the Board of Commissioners, as well as in discussions at the meetings of the Board of Directors and Board of Commissioners, as documented in the Minutes of Meeting of the BOC-BOD, dated January 22, 2025, Number 1/UNDD.00/D.KOM/2025, under the Management Report agenda.	*Apply*	1
		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. The Risk Management Oversight Committee assists in the implementation of the duties and responsibilities of the Board of Commissioners by creating a transparent, focused, and independent mechanism for overseeing the Company's risk management.	Komite Pemantau Manajemen Risiko membantu pelaksanaan tugas Dewan Komisaris dengan menciptakan mekanisme yang transparan, fokus, dan independen dalam pengawasan Manajemen Risiko korporasi, termuat dalam Risalah rapat BOC PGN tahun 2025, Kamis 27 Februari 2025, No: 06/UNDE.00/D-KOM/2025. The Risk Management Oversight Committee assists in the implementation of the duties and responsibilities of the Board of Commissioners by creating a transparent, focused, and independent mechanism for overseeing the Company's risk management, as documented in the Minutes of Meeting of the 2025 BOC of PGN, on Thursday, February 27, 2025, Number 06/UNDE.00/D-KOM/2025.	*Apply*	1

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply*/ *Explain*)	Score
Prinsip 5: Manajemen Risiko, Pengendalian Internal dan Kepatuhan **Principle 5:** Risk Management, Internal Control, and Compliance	**Sub Prinsip 5.3:** Integrasi Governansi, Manajemen Risiko, dan Kepatuhan **Sub Principle 5.3:** Integration of Governance, Risk Management, and Compliance	5.3.1 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. The Board of Directors establishes 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 Company can achieve its objectives.	Direksi telah 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, termuat dalam Risalah rapat BOC-BOD PGN, Kamis 27 November 2025 No: 11/UNDD.00/D-KOM/2025. The Board of Directors has established 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 Company can achieve its objectives, as documented in the Minutes of Meeting of the BOC-BOD of PGN, on Thursday, November 27, 2025, Number 11/ UNDD.00/D-KOM/2025.	***Apply***	**1**
		5.3.2 Direksi memastikan bahwa bagian yang membawahi fungsi kepatuhan tidak merangkap melaksanakan fungsi yang berpotensi menimbulkan benturan kepentingan The Board of Directors ensures that the division in charge of the compliance function does not concurrently perform functions that could lead to a conflict of interest.	Melalui konfirmasi Direksi telah memastikan bahwa bagian yang membawahi fungsi kepatuhan tidak merangkap melaksanakan fungsi yang berpotensi menimbulkan benturan kepentingan. Based on the Board of Directors' confirmation, the unit in charge of the compliance function does not hold any concurrent roles that may create potential conflicts of interest.	***Apply***	**1**
Prinsip 5: Manajemen Risiko, Pengendalian Internal dan Kepatuhan **Principle 5:** Risk Management, Internal Control, and Compliance	**Sub Prinsip 5.4:** Audit Internal **Sub Principle 5.4:** 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. The Board of Directors, through the Audit Committee, oversees and ensures that the internal audit function assists the Company in achieving its goals by using an objective and disciplined approach to evaluate and improve the effectiveness of risk management, internal control, and corporate governance.	Dewan Komisaris melalui Komite Audit telah 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, termuat dalam Risalah rapat BOC PGN tahun 2025, Kamis 27 Maret 2025, No: 10/UNDE.00/D-KOM/2025. The Board of Directors, through the Audit Committee, has overseen and ensured that the internal audit function assists the Company in achieving its goals by using an objective and disciplined approach to evaluate and improve the effectiveness of risk management, internal control, and corporate governance, as documented in the Minutes of Meeting of the 2025 BOC of PGN, on Thursday, March 27, 2025, Number 10/UNDE.00/D-KOM/2025.	***Apply***	**1**
Total Apply Prinsip 5: Manajemen Risiko, Pengendalian Internal dan Kepatuhan Total Apply for Principle 5: Risk Management, Internal Control, and Compliance					**4**

Berikut rangkuman hasil penilaian tingkat kepatuhan Perseroan untuk Prinsip 5 - Manajemen Risiko, Pengendalian Internal dan Kepatuhan):

The following outlines the Company's compliance assessment results for Principle 5 (Risk Management, Internal Control, and Compliance):

No	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	*Apply*	*Explain*
5.1	Pengendalian Internal dan Kepatuhan Internal Control and Compliance	1	1	0
5.2	Manajemen Risiko Risk Management	2	2	0
5.3	Integrasi Governansi, Manajemen Risiko, dan Kepatuhan Integration of Governance, Risk Management, and Compliance	2	2	0
5.4	Audit Internal Internal Audit	1	1	0
	TOTAL	**6**	**6**	**0**

Dari total 6 (enam) item rekomendasi pada Prinsip 5 (Manajemen Risiko, Pengendalian Internal, dan Kepatuhan), Perseroan telah *Apply* atau menerapkan sebanyak 6 (enam) item rekomendasi.

Out of a total of 6 (six) recommendation items under Principle 5 (Risk Management, Internal Control, and Compliance), the Company has applied all 6 (six) recommendation items.

6. PENGUNGKAPAN DAN TRANSPARANSI
Disclosure and Transparency

Prinsip Principle	Sub Prinsip Sub-Principle		Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply*/ *Explain*)	Score
Prinsip 6: Pengungkapan dan Transparansi **Principle 6:** Disclosure and Transparency	**Sub Prinsip 6.1:** Kebijakan Pengungkapan **Sub Principle 6.1:** Policy on Disclosure	6.1.1	Korporasi memiliki kebijakan dan prosedur pengungkapan dan transparansi yang memastikan pengungkapan informasi material dan menjaga informasi sensitif serta rahasia korporasi. The Company has disclosure and transparency policies and procedures in place to ensure that material information is disclosed while also safeguarding the Company's sensitive and confidential information.	Korporasi memiliki kebijakan dan prosedur pengungkapan dan transparansi, yaitu: Pedoman Tata Kelola Teknologi Informasi dan Komunikasi, Nomor: P-001/0.36. The Company has disclosure and transparency policies and procedures, namely the Information and Communication Technology Governance Guidelines, Number: P-001/0.36.	*Apply*	1
		6.1.2	Hak Pemegang Saham untuk memperoleh secara teratur dan tepat waktu informasi material yang relevan tentang korporasi harus dipenuhi. The Rights of Shareholders to obtain relevant material information regularly and in a timely manner must be met.	Hak Pemegang Saham untuk memperoleh informasi material yang relevan tentang korporasi secara teratur dan tepat waktu diwujudkan melalui penyediaan informasi yang lengkap bagi Pemegang Saham pada website Perseroan, yaitu pada bagian keterbukaan informasi. The Rights of Shareholders to obtain relevant material information regularly and in a timely manner is facilitated through the provision of comprehensive information on the Company's website, under the information disclosure section.	*Apply*	1

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply*/ *Explain*)	Score
Prinsip 6: Pengungkapan dan Transparansi **Principle 6:** Disclosure and Transparency	**Sub Prinsip 6.2:** Kebijakan Pengungkapan **Sub Principle 6.2:** Policy on Disclosure Financial and Sustainability Reports	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. The Company discloses systems and procedures to ensure that interim financial statements that have not been materially audited or reviewed by external auditors are accurate and complete and that investors have the information they need to make the right investment decisions.	Korporasi telah 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. The Company has disclosed systems and procedures to ensure that interim financial statements that have not been materially audited or reviewed by external auditors are accurate and complete and that investors have the information they need to make the right investment decisions.	*Apply*	1
		6.2.2 Komite Audit memastikan kualitas audit laporan keuangan yang dilaksanakan oleh auditor eksternal. Kegiatan ini termasuk merekomendasikan penunjukan, penunjukan kembali dan, jika perlu, pemberhentian dan remunerasi auditor eksternal. The Audit Committee ensures the quality of audits on financial statements carried out by external auditors. This activity includes recommending the appointment, reappointment, and, if necessary, the termination and remuneration of the external auditor.	Komite Audit telah memastikan kualitas audit laporan keuangan yang dilaksanakan oleh auditor eksternal. Kegiatan ini termasuk merekomendasikan penunjukan, penunjukan kembali dan, jika perlu, pemberhentian dan remunerasi auditor eksternal. The Audit Committee has ensured the quality of audits on financial statements carried out by external auditors. This activity includes recommending the appointment, reappointment, and, if necessary, the termination and remuneration of the external auditor.	*Apply*	1
		6.2.3 Laporan keberlanjutan harus disiapkan dan diungkapkan dengan akurat dan disusun sesuai kerangka pelaporan keberlanjutan nasional atau internasional. The sustainability report shall be prepared and disclosed accurately and in accordance with national or international sustainability reporting frameworks.	Laporan keberlanjutan telah disiapkan dan diungkapkan dengan akurat dan disusun sesuai kerangka pelaporan keberlanjutan nasional atau internasional, dan telah terdapat dalam website Perseroan. The sustainability report has been prepared and disclosed accurately and in accordance with national or international sustainability reporting frameworks.	*Apply*	1
		6.2.4 Korporasi menerbitkan Laporan Tahunan secara terintegrasi yang menempatkan kinerja historis ke dalam konteks dan menggambarkan risiko, peluang, dan prospek korporasi di masa depan, sehingga membantu Pemegang Saham dan pemangku kepentingan memahami tujuan strategis korporasi dan kemajuannya dalam menciptakan nilai yang berkelanjutan.	Korporasi telah menerbitkan Laporan Tahunan secara terintegrasi yang menempatkan kinerja historis ke dalam konteks dan menggambarkan risiko, peluang, dan prospek korporasi di masa depan, sehingga membantu Pemegang Saham dan pemangku kepentingan memahami tujuan strategis korporasi dan kemajuannya dalam menciptakan nilai yang berkelanjutan.	*Apply*	1

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply*/ *Explain*)	Score
		The Company publishes an integrated Annual Report that puts historical performance into context and describes the Company's future risks, opportunities, and prospects, allowing shareholders and stakeholders to understand the Company's strategic goals and progress in creating sustainable value.	The Company has published an integrated Annual Report that puts historical performance into context and describes the Company's future risks, opportunities, and prospects, allowing shareholders and stakeholders to understand the Company's strategic goals and progress in creating sustainable value.		
Prinsip 6: Pengungkapan dan Transparansi **Principle 6:** Disclosure and Transparency	**Sub Prinsip 6.3:** Diseminasi Informasi **Sub Principle 6.3:** Dissemination of Information	6.3.1 Saluran penyebaran informasi harus menyediakan akses yang setara, tepat waktu, dan relatif murah untuk informasi yang relevan bagi pengguna. Channels for the dissemination of information should provide users with equitable, timely, and relatively inexpensive access to relevant information.	Perseroan menyediakan akses informasi yang setara, tepat waktu dan relatif murah yaitu melalui website Perseroan yang didalamnya terdapat Laporan Tahunan dan Laporan Keberlanjutan yang dapat diunduh secara gratis dan mudah. The Company provides equitable, timely, and relatively inexpensive access to information through the Company's website, where the Annual Reports and the Sustainability Reports are available for free and effortless download.	Apply	1
		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. The Company ensures that an annual statement on the implementation of the General Guidelines for Indonesian Corporate Governance, including an explanation of each Recommendation and Guideline, is available on the website for at least five years.	Korporasi telah 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. The Company has ensured that an annual statement on the implementation of the General Guidelines for Indonesian Corporate Governance, including an explanation of each Recommendation and Guideline, is available on the website for at least five years.	Apply	1
		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 cross listing, kriteria dan prosedur cross listing, kriteria dan prosedur untuk mengakui persyaratan listing untuk listing utama harus transparan dan didokumentasikan.	PGN hanya terdaftar di Pasar Modal di yurisdiksi asal atau Bursa Efek Indonesia.	***Apply***	1

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply/ Explain*)	Score
		Companies listed on capital markets in jurisdictions other than their home jurisdiction must clearly disclose the applicable laws and regulations on corporate governance. In cross-listing arrangements, the criteria and procedures for cross-listing, as well as those for recognizing primary listing requirements, must be transparent and duly-documented.	PGN is listed exclusively on the capital market of its home jurisdiction, the Indonesia Stock Exchange.		
Total Apply Prinsip 6: Pengungkapan dan Transparansi **Total Apply for Principle 6: Disclosure and Transparency**					**9**

Berikut rangkuman hasil penilaian tingkat kepatuhan Perseroan untuk Prinsip 6 (Pengungkapan dan Transparansi):

The following outlines the Company's compliance assessment results for Principle 6 (Disclosure and Transparency):

No	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Apply	Explain
6.1	Kebijakan Pengungkapan Policy on Disclosure	2	2	0
6.2	Laporan Keuangan dan Keberlanjutan Financial and Sustainability Reports	4	4	0
6.3	Diseminasi Informasi Dissemination of Information	3	3	0
	TOTAL	**9**	**9**	**0**

Dari total 9 (sembilan) item rekomendasi pada Prinsip 6 (Pengungkapan dan Transparansi), Perseroan telah Apply atau menerapkan sebanyak 9 (sembilan) item rekomendasi.

Out of a total of 9 (nine) recommendation items under Principle 6 (Disclosure and Transparency), the Company has applied all 9 (nine) recommendation items.

7. PERLINDUNGAN TERHADAP HAK-HAK PEMEGANG SAHAM
Protection on the Rights of Shareholders

Prinsip Principle	Sub Prinsip Sub-Principle		Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply/ Explain*)	*Score*
Prinsip 7: Perlindungan terhadap Hak-Hak Pemegang Saham **Principle 7:** Protection on the Rights of Shareholders	**Sub Prinsip 7.1:** Hak Pemegang Saham **Sub Principle 7.1:** Rights of Shareholders	7.1.1	Korporasi memiliki suatu kebijakan komunikasi yang memfasilitasi dan mendorong partisipasi Pemegang Saham atau investor.	Perseroan telah memiliki suatu kebijakan komunikasi dengan Pemegang Saham atau investor yaitu Tata Kelola Teknologi Informasi Dan Komunikasi PT Perusahaan Gas Negara Tbk Nomor Dokumen: P-001/0.36 Prosedur Operasi Penyampaian Informasi Perseroan kepada Investor dan Komunitas Pasar Modal PGN dengan Nomor Dokumen: O-001/21.06/2023 Kebijakan tersebut telah diungkapkan dalam website: https://pgn.co.id/investor-relations.	Apply	**1**

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply*/ *Explain*)	*Score*
		The Company has established a communication policy that facilitates and encourages Shareholders or Investors participation.	The Company has established a policy for communicating with Shareholders and investors, which is outlined in the Information and Communication Technology Governance of PT Perusahaan Gas Negara Tbk, under Document Number P-001/0.36, as well as the Operating Procedure for the Disclosure of Corporate Information to Investors and the Capital Market Community of PGN, under Document Number O-001/21.06/2023. These policies have been disclosed on the Company's website at https://pgn.co.id/investor-relations.		
		7.1.2 Korporasi yang merupakan entitas induk memastikan bahwa kebijakan governansi korporatnya berlaku bagi entitas anak dan entitas sepengendali yang didalamnya investasi korporasi adalah signifikan. Parent companies ensure that their corporate governance policies apply to subsidiaries and common control entities in which they have a significant investment.	Board Manual, Bab IV Tata Kerja Hubungan Direksi dan Dewan Komisaris, 4.1.2 Prinsip Pengelolaan Anak Perusahaan, hlm 70 Board Manual, Chapter IV on the Work Relationship between the Board of Directors and the Board of Commissioners, Section 4.1.2 on Principles for the Management of Subsidiaries, p. 70.	*Apply*	1
		7.1.3 Korporasi memiliki aturan dan prosedur yang mengatur akuisisi, pengambilalihan, 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. The Company has rules and procedures in place that govern acquisitions, takeovers, and extraordinary transactions, such as mergers and sales of significant corporate assets, to ensure that the transactions take place in a transparent and reasonable manner while also protecting the rights of all shareholders based on class.	Anggaran Dasar, Pasal 29 Penggabungan, Peleburan, Pengambilalihan dan Pemisahan. Articles of Association, Article 29 on Merger, Consolidation, Acquisition, and Spin-off.	*Apply*	1

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply/ Explain*)	*Score*
Prinsip 7: Perlindungan terhadap Hak-Hak Pemegang Saham **Principle 7:** Protection on the Rights of Shareholders	**Sub Prinsip 7.2:** Perlakuan Adil Terhadap Pemegang Saham **Sub Principle 7.2:** Fair Treatment of Shareholders	7.2.1 Korporasi memiliki aturan dan prosedur yang memastikan: a. Semua Pemegang Saham dari seri yang sama dalam satu kelas saham harus diperlakukan setara; 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. The Company has rules and regulations in place to ensure: a. All shareholders of the same series in one class of shares must be treated equally. b. Disclosure of the rules and procedures, as well as disclosure of the capital structure and arrangements that allow certain shareholders to gain influence or control that is disproportionate to their share ownership.	Berdasarkan Anggaran Dasar Perseroan Pasal 5 tentang Saham ayat (1), seluruh saham merupakan saham atas nama yang memiliki hak suara yang sama (satu saham satu suara). Dengan demikian, seluruh Pemegang Saham diperlakukan secara setara dalam hal hak suara, meskipun tidak disebutkan adanya perbedaan seri saham. Kesetaraan hak suara tersebut merupakan salah satu aspek fundamental dalam perlakuan yang adil bagi Pemegang Saham. Pursuant to Article 5 on Shares paragraph (1) of the Company's Articles of Association, all shares are registered shares carrying equal voting rights (one share, one vote). Accordingly, all Shareholders are treated equally with respect to voting rights, even though no distinction between share series is specified. This equality of voting rights constitutes one of the fundamental aspects of fair treatment for Shareholders.	Apply	**1**
		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. The Company has rules and procedures in place to ensure the related-party transactions are approved and executed in a manner that provides assurance that conflicts of interest are properly managed and that the interests of the Company and its shareholders are protected.	Perseroan memiliki kebijakan dalam bentuk Pedoman Benturan Kepentingan dan Pengendalian Gratifikasi tanggal 31 Desember 2024 untuk memastikan proses transaksi pihak berelasi berjalan sesuai dengan ketentuan yang berlaku dan dikelola dengan tepat untuk melindungi kepentingan korporasi dan Pemegang Saham. The Company has a policy, which is the Conflict of Interest and Gratification Control Guidelines, dated December 31, 2024, which ensures that the related-party transaction process runs in accordance with applicable regulations and is managed appropriately and is able to protect the interests of the Company and its shareholders.	***Apply***	**1**

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply/ Explain*)	*Score*
		7.2.3 Korporasi memiliki dan mengungkapkan kebijakan untuk mencegah terjadinya insider trading. 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. The Company has established and disclosed policies to prevent insider trading. The Company has clear rules in place for any trading in the Company's shares by Directors, Commissioners, and insiders to ensure that no one benefits directly or indirectly from information that is not/ not yet available on the market.	Perseroan memiliki kebijakan untuk mencegah terjadinya praktik insider trading, yang mengatur bahwa Direksi, Dewan Komisaris, dan pihak yang dikategorikan sebagai orang dalam dilarang memanfaatkan informasi material yang belum tersedia bagi publik untuk memperoleh keuntungan melalui transaksi saham Perseroan. Informasi terkait transaksi yang berpotensi menimbulkan benturan kepentingan dan transaksi afiliasi diungkapkan dalam Laporan Tahunan Tahun Buku 2025, halaman 311-315 (Informasi Transaksi Material yang Mengandung Benturan Kepentingan dan Transaksi Afiliasi) The Company has established a policy to prevent insider-trading practices, stipulating that the Board of Directors, the Board of Commissioners, and any parties categorized as insiders are prohibited from using material information that has not been made public to obtain gains through transactions involving the Company's shares. Information regarding transactions that may give rise to conflicts of interest and affiliated transactions is disclosed in the Company's 2025 Annual Report, page 311-315 (Material Transactions Containing Conflicts of Interest and Affiliated Transactions).	*Apply*	1
Prinsip 7: Perlindungan terhadap Hak-Hak Pemegang Saham **Principle 7:** Protection on the Rights of Shareholders	**Sub Prinsip 7.3:** Rapat Umum Pemegang Saham **Sub-Principle 7.3:** 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. The Company issues a notice of the GMS by providing the meeting agenda and materials as comprehensively and as early as possible (no later than 28 days prior to the GMS) to ensure that Shareholders have sufficient time and information to thoroughly review the matters to be discussed. The meeting notice and all GMS-related information are disclosed through electronic means, including the Company's website.	Pengumuman RUPS pada tanggal 21 juli 2025, dan pelaksana pada tanggal 27 Agustus 2025. maka panggilan RUPS dengan agenda dan materi RUPS sudah terlaksana yaitu paling lambat 28 hari sebelum RUPS. The GMS announcement was made on July 21, 2025, and the meeting was held on August 27, 2025. Accordingly, the notice of the GMS, including the agenda and meeting materials, was provided within the required timeframe, namely no later than 28 days prior to the GMS.	*Apply*	1

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply*/ *Explain*)	*Score*
		7.3.2 Korporasi memiliki dan mengungkapkan aturan dan prosedur yang memfasilitasi Pemegang Saham dalam berpartisipasi dan memberikan suara secara efektif di RUPS. The Company has established and disclosed rules and procedures that facilitate shareholders participation and effective voting at the GMS.	Pada tanggal 5 agustus 2025, telah di upload pada website Perseroan, Tata Tertib Rapat Rapat Umum Pemegang Saham PT Perusahaan Gas Negara Tbk Tahun 2025. On August 5, 2025, the Rules of Procedure for the General Meeting of Shareholders of PT Perusahaan Gas Negara Tbk for the year 2025 were uploaded on the Company's website.	*Apply*	1
		7.3.3 Pemegang Saham berpartisipasi efektif dalam menetapkan penunjukan anggota Direksi dan Dewan Komisaris. Shareholders participate effectively in determining the appointment of members of the Board of Directors and the Board of Commissioners.	Perseroan telah mengungkapkan informasi mengenai partisipasi efektif Pemegang Saham dalam proses penunjukan anggota Direksi dan Dewan Komisaris melalui website Perseroan pada tanggal 28 Agustus 2025. The Company has disclosed information regarding effective participation of shareholders in the process of appointing members of the Board of Directors and the Board of Commissioners through the Company's website on August 28, 2025.	*Apply*	1
		7.3.4 Korporasi memastikan transparansi dan akuntabilitas auditor eksternal di RUPS. The Company ensures the transparency and accountability of the external auditor at the GMS.	Perseroan telah mengungkapkan informasi mengenai penunjukan Kantor Akuntan Publik (KAP) untuk audit PT Perusahaan Gas Negara Tbk Tahun Buku 2024 melalui website Perseroan pada tanggal 31 Mei 2025 sebagai bentuk transparansi dan akuntabilitas kepada Pemegang Saham dalam RUPS. The Company has disclosed information regarding the appointment of a Public Accounting Firm (KAP) for the audit of PT Perusahaan Gas Negara Tbk for the 2024 Financial Year through the Company's website on May 31, 2025, as a form of transparency and accountability to Shareholders at the GMS.	*Apply*	1
		7.3.5 Penyampaian hasil pemungutan suara dan ringkasan risalah RUPS secara lengkap diumumkan ke publik pada hari kerja berikutnya. Submission of the results of the voting and the complete summary of the minutes of the GMS are announced to the public on the next business day.	Perseroan telah menyampaikan hasil pemungutan suara dan ringkasan risalah RUPS secara lengkap kepada publik melalui website Perseroan. RUPSLB dilaksanakan pada tanggal 27 Agustus 2025 dan ringkasan risalahnya diumumkan pada website Perseroan pada tanggal 28 Agustus 2025, sehingga telah sesuai dengan ketentuan pengumuman pada hari kerja berikutnya. The Company has submitted the results of the voting and the complete summary of the minutes of the GMS to the public through the Company's website. The EGMS was held on August 27, 2025, and the summary of the meeting was published on the Company's website on August 28, 2025, thereby fulfilling the requirement for disclosure on the next business day.	*Apply*	1
Total Apply Prinsip7: Perlindungan terhadap Hak-Hak Pemegang Saham Total Apply for Principle 7: Protection on the Rights of Shareholders					11

Berikut rangkuman hasil penilaian tingkat kepatuhan Perseroan untuk Prinsip 7 (Perlindungan terhadap Hak-Hak Pemegang Saham):

The following outlines the Company's compliance assessment results for Principle 7 (Protection on the Rights Shareholders).

No	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	*Apply*	*Explain*
7.1	Hak Pemegang Saham The Rights of Shareholder	3	3	0
7.2	Perlakuan Adil Terhadap Pemegang Saham Fair Treatment of Shareholders	3	3	0
7.3	Rapat Umum Pemegang Saham General Meeting of Shareholders	5	5	0
	TOTAL	**11**	**11**	**0**

Dari total 11 (sebelas) item rekomendasi pada Prinsip 7 (Perlindungan terhadap Hak-hak Pemegang Saham), Perseroan telah *Apply* atau menerapkan sebanyak 11 (sebelas) item rekomendasi.

Out of a total of 11 (eleven) recommendation items under Principle 7 (Protection on the Rights of Shareholders), the Company has applied all 11 (eleven) recommendation items.

8. PENGHARGAAN TERHADAP PEMANGKU KEPENTINGAN
Recognition of Stakeholders' Interests

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply*/ *Explain*)	*Score*
Prinsip 8: Penghargaan terhadap Pemangku Kepentingan **Principle 8:** Recognition of Stakeholders' Interests	**Sub Prinsip 8.1:** Keterlibatan Pemangku Kepentingan Kunci **Sub-Principle 8.1:** Key Stakeholder Engagement	8.1.1 Korporasi melalui Sekretaris Korporasi melaksanakan komunikasi yang regular, transparan dan efektif dengan pemangku kepentingan kunci serta melibatkan mereka untuk memahami harapan dan keluhan mereka serta dampak korporasi terhadap mereka.	Perseroan melalui Sekretaris Korporasi melaksanakan komunikasi secara regular, transparan dan efektif dengan pemangku kepentingan kunci serta melibatkan mereka untuk memahami harapan dan keluhan mereka serta dampak korporasi terhadap mereka. Perseroan telah memiliki saluran/ media komunikasi yang dapat digunakan oleh para pemangku kepentingan untuk menyampaikan pendapat dan masukan atau menyuarakan keluhan, yaitu melalui 1. call center 135, 2. situs web Perseroan (www.pgn.co.id) dan 3. e-mail sebagai berikut: - Investor/ pemegang saham: pgn.investorrelation@pertamina.com - Pelanggan: pcc135@pertamina.com Selain itu Perseroan juga melakukan pertemuan langsung seperti Temu Pelanggan serta pertemuan investor/ investor summit.	***Apply***	**1**

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply/ Explain*)	*Score*
		The Corporation through the Corporate Secretary carries out regular, transparent and effective communication with key stakeholders and involves them to understand their expectations and complaints and the impact of the corporation on them.	The Company, through the Corporate Secretary, maintains regular, transparent, and effective communication with key stakeholders and engages with them to understand their expectations and concerns, as well as the impact of the corporation on them. The Company has established communication channels/ media that stakeholders can use to convey opinions and input or voice complaints, including through 1. the call center 135, 2. the Company's website (www.pgn.co.id), and 3. email as follows: - Investors/shareholders: pgn.investorrelation@pertamina.com - Customers: pcc135@pertamina.com Additionally, the Company also conducts face-to-face meetings such as Customer Meetings and investor meetings/investor summits.		
Prinsip 8: Penghargaan terhadap Pemangku Kepentingan **Principle 8:** Recognition of Stakeholders' Interests	**Sub Prinsip 8.2:** Integrasi Keberlanjutan dalam Model Bisnis **Sub-Principle 8.2:** Integrating Sustainability into Business Models	8.2.1 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. The Board of Commissioners, together with the Board of Directors, is responsible, accountable, and transparent for sustainability governance, including establishing the corporation's sustainability strategy, priorities, and targets. The Board of Directors and the Board of Commissioners incorporate sustainability considerations in carrying out their roles, including in the development and implementation of corporate strategies, business plans, key action plans, and risk management.	Dewan Komisaris dan Direksi memastikan bahwa strategi, prioritas dan target keberlanjutan korporasi serta kinerja terhadap target ini dikomunikasikan kepada para pemangku kepentingan melalui Laporan Manajemen, Laporan Tahunan dan Laporan Keberlanjutan 2025. Dewan Komisaris dan Direksi juga memasukkan pertimbangan keberlanjutan dalam menjalankan perannya termasuk mengintegrasikan aspek keberlanjutan dalam pengembangan dan implementasi strategi korporasi, rencana bisnis, rencana aksi utama dan Manajemen Risiko. Perseroan memiliki fungsi terkait Environmental, Social, dan Governance yang terdiri dari Fungsi Keberlanjutan Lingkungan, Corporate Social Responsibility, dan fungsi Kepatuhan GCG dan Etika. The Board of Commissioners and the Board of Directors ensure that the corporate sustainability strategy, priorities, and targets, as well as performance against these targets, are communicated to stakeholders through the Management Report, Annual Report, and the 2025 Sustainability Report. The Board of Commissioners and the Board of Directors also incorporate sustainability considerations in carrying out their roles, including integrating sustainability aspects into the development and implementation of corporate strategies, business plans, key action plans, and Risk Management. The Company has functions related to Environmental, Social, and Governance, consisting of the Environmental Sustainability Function, Corporate Social Responsibility, and the GCG and Ethics Compliance function.	*Apply*	1

Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Pelaksanaan Implementation	Status (*Apply*/ *Explain*)	*Score*
Prinsip 8: Penghargaan terhadap Pemangku Kepentingan **Principle 8:** Recognition of Stakeholders' Interests	**Sub Prinsip 8.3:** Perlindungan Terhadap Pemangku Kepentingan **Sub-Principle 8.3:** 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, hak-hak semua Pemegang Saham sesuai dengan kelasnya. The Board of Directors ensures and discloses that the corporation's operations reflect the implementation of high ethical standards, social and environmental responsibility throughout the corporation and ensures that appropriate policies and procedures are implemented to respect and comply with the rights of stakeholders, the rights of all Shareholders according to their class.	Laporan Tahunan 2025, TJSL Kerangka pengelolaan keberlanjutan PGN juga telah diselaraskan dengan ketentuan POJK Nomor 51/POJK.03/2017 dan berbagai international best practices. Pengelolaan ini mencakup penerapan standar sistem manajemen internasional, seperti ISO 14001:2015 untuk Sistem Manajemen Lingkungan dan ISO 37001:2016 untuk Sistem Manajemen Anti Penyuapan. Pada tahun 2025, PGN terus mengoptimalkan penerapan Sistem Manajemen Kelangsungan Bisnis (ISO 22301:2019) untuk meningkatkan ketahanan organisasi. Standar-standar ini memastikan keberlanjutan menjadi bagian integral dari operasional Perseroan, sejalan dengan regulasi dan praktik terbaik global. The 2025 Annual Report, Corporate Social Responsibility (TJSL). PGN's sustainability management framework has also been aligned with the provisions of POJK Number 51/POJK.03/2017 and various international best practices. This management includes the implementation of international management system standards, such as ISO 14001:2015 for Environmental Management Systems and ISO 37001:2016 for Anti-Bribery Management Systems. In 2025, PGN continued to optimize the implementation of its Business Continuity Management System (ISO 22301:2019) to enhance organizational resilience. These standards ensure sustainability is an integral part of the Company's operations, aligned with regulations and global best practices.	***Apply***	**1**
		8.3.2 Direksi mendorong karyawan bekerja untuk kepentingan jangka panjang korporasi dan mengedepankan keberlanjutan. The Board of Directors encourages employees to work for the long-term interests of the corporation and prioritize sustainability.	Direksi mendorong karyawan bekerja untuk kepentingan jangka panjang korporasi dan mengedepankan keberlanjutan antara lain dengan memperhatikan kesejahteraan karyawan melalui kebijakan pemberian insentif, mengutamakan keselamatan dan kenyamanan karyawan dalam bekerja. Selain itu Perseroan menyediakan berbagai program pendidikan dan pelatihan bagi karyawan untuk meningkatkan kompetensi, yang tujuannya adalah kepada manajemen karier dan promosi. The Board of Directors encourages employees to work for the long-term interests of the corporation and prioritizes sustainability, including by addressing employee welfare through incentive policies and prioritizing employee safety and comfort at work. Furthermore, the Company provides various education and training programs for employees to improve their competencies, aimed at career management and promotion.	***Apply***	**1**
Total Apply Prinsip 8: Penghargaan terhadap Pemangku Kepentingan Total Apply for Principle 8: Recognition of Stakeholders' Interests					**4**

Berikut rangkuman hasil penilaian tingkat kepatuhan Perseroan untuk Prinsip 8 - (Penghargaan terhadap Pemangku Kepentingan):

The following outlines the Company's compliance assessment results for Principle 8 - Recognition of Stakeholders' Interests):

No	Sub Prinsip Sub Prinsip	Rekomendasi Recommendation	*Apply*	*Explain*
8.1	Keterlibatan Pemangku Kepentingan Kunci Key Stakeholder Engagement	1	1	0
8.2	Integrasi Keberlanjutan dalam Model Bisnis Integrating Sustainability into Business Models	1	1	0
8.3	Perlindungan Terhadap Pemangku Kepentingan Stakeholder Protection	2	2	0
	TOTAL	**4**	**4**	**0**

Dari total 4 (empat) item rekomendasi pada Prinsip 8 (Penghargaan terhadap Pemangku Kepentingan), Perseroan telah *Apply* atau menerapkan sebanyak 4 (empat) item rekomendasi.

Out of a total of 4 (four) recommendation items under Principle 8 (Recognition of Stakeholders' Interests), the Company has applied all 4 (four) recommendation items.

Selanjutnya, hasil penilaian terhadap praktik GCG tersebut menjadi dasar bagi Perseroan untuk mengevaluasi tren perbaikan kinerja tingkat kepatuhan yang telah dicapai dibandingkan dengan tahun sebelumnya, sehingga dapat mengidentifikasi area yang masih memerlukan perbaikan guna mengoptimalkan kinerja kepatuhan ke depan.

Subsequently, the results of the assessment of GCG practices serve as the basis for the Company to evaluate trends in improving compliance performance compared to the previous year, thereby enabling the identification of areas that still require improvement in order to optimize compliance performance going forward.

RENCANA PENGUATAN GCG TAHUN 2026
GCG STRENGTHENING PLAN IN 2026

Pada tahun 2026, PGN merencanakan penguatan GCG melalui berbagai langkah berikut:

1. Meningkatkan kapabilitas sumber daya manusia di bidang *Compliance* dan GCG dengan menambah personil yang telah tersertifikasi Badan Nasional Sertifikasi Profesi (BNSP), antara lain Certified Compliance Officer untuk fungsi kepatuhan dan Certified Governance Professional untuk fungsi GCG.
2. Mempersiapkan transisi penerapan Sistem Manajemen Anti Penyuapan dari ISO 37001:2016 menjadi ISO 37001:2025. Dalam rangka mendukung transisi tersebut, Perseroan akan melanjutkan pengembangan kompetensi personil melalui sertifikasi Lead Auditor ISO 37001:2025, serta sertifikasi di bidang Governance, Risk, and Compliance (GRC) dan Manajemen Risiko guna mendukung upaya penguatan personil dalam pelaksanaan GCG berbasis risiko.
3. Sertifikasi ISO 37301:2021 CMS dalam rangka mendukung kepatuhan sistem manajemen di PGN.

In 2026, PGN plans to strengthen GCG through the following initiatives:

1. Enhancing the capabilities of human resources in the area of Compliance and GCG by increasing the number of certified personnel by the National Professional Certification Agency (BNSP), including Certified Compliance Officer and Certified Governance Professional for the GCG function.
2. Preparing for the transition of the Anti-Bribery Management System implementation from ISO 37001:2016 to ISO 37001:2025. To support this transition, the Company will continue to develop personnel competencies through Lead Auditor ISO 37001:2025 certification, as well as certifications in Governance, Risk, and Compliance (GRC) and Risk Management to strengthen personnel capacity in implementing risk-based GCG.
3. ISO 37301:2021 CMS certification to support management system compliance at PGN.