

MELANGKAH BERKELANJUTAN, MEMBERI DAMPAK

SUSTAINING PROGRESS, CREATING IMPACT



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LAPORAN KEBERLANJUTAN | 2025 | SUSTAINABILITY REPORT
PT ASDP INDONESIA FERRY (PERSERO)

MELANGKAH BERKELANJUTAN, MEMBERI DAMPAK SUSTAINING PROGRESS, CREATING IMPACT

Tema “Melangkah Berkelanjutan, Memberi Dampak” mencerminkan komitmen ASDP untuk menjadikan keberlanjutan sebagai bagian dari cara Perseroan bertumbuh, menjalankan layanan, dan menciptakan nilai jangka panjang. Setiap langkah diarahkan untuk memperkuat peran ASDP sebagai penghubung masyarakat dan pasar melalui layanan penyeberangan dan kepelabuhanan yang semakin aman, andal, inklusif, dan bertanggung jawab.

Langkah berkelanjutan tersebut diwujudkan melalui penguatan keandalan armada dan pelabuhan, peningkatan keselamatan pelayaran dan kesehatan kerja, transformasi digital, serta pengembangan layanan yang berorientasi pada pelanggan. Pada saat yang sama, ASDP mendorong operasional yang lebih efisien dan rendah karbon melalui pengelolaan energi, emisi, air, limbah, serta perlindungan ekosistem pesisir dan perairan.

Dampak yang ingin diciptakan tidak hanya diukur dari kinerja usaha, tetapi juga dari manfaat bagi karyawan, masyarakat pesisir, pelaku usaha lokal, pelanggan, dan lingkungan. Seluruh upaya tersebut diperkuat melalui tata kelola yang transparan, pengelolaan risiko, etika bisnis, dan perbaikan berkelanjutan.

The theme “Sustaining Progress, Creating Impact” portrays the corporate commitment to embedding sustainability into the processes in which the Company grows, executes its services, and creates long-term value. Every step is directed toward reinforcing the role of ASDP as a link between communities and markets through increasingly safe, reliable, inclusive, and responsible ferry transportation and port services.

The sustainable steps are realized through strengthening vessel fleet and port reliability, upgrading maritime safety and occupational health, digital transformation, and developing customer-oriented services. At the same time, ASDP drives more efficient and low-carbon operations through the management of energy, emissions, water, and waste, alongside the protection of coastal and marine ecosystems.

The impact intended is measured not only by business performance, but also by the benefits delivered to employees, coastal communities, local business actors, customers, and the environment. All these efforts are reinforced through transparent governance, risk management, business ethics, and continuous improvement.



KESINAMBUNGAN TEMA CONTINUITY OF THEME

Laporan Keberlanjutan 2024 | Sustainability Report 2024

Sailing with Purpose Transforming Indonesia's Ferry Infrastructure for a Sustainable Tomorrow

Berlayar dengan Tujuan Transformasi Infrastruktur Penyeberangan Indonesia Menuju Masa Depan Berkelanjutan



ASDP berlayar bukan hanya untuk menghubungkan pulau-pulau Indonesia, tetapi untuk menghadirkan konektivitas yang inklusif, lingkungan yang lebih lestari, dan tata kelola yang bertanggung jawab. Komitmen ini diwujudkan melalui pengembangan *green shipping*, peningkatan efisiensi kapal, pemanfaatan energi terbarukan di pelabuhan, pengelolaan limbah di darat dan di kapal, serta upaya penurunan emisi secara bertahap. ASDP juga memperluas akses penyeberangan ke wilayah tertinggal, terdepan, dan terluar (3T), sambil meningkatkan keselamatan, kenyamanan, dan aksesibilitas layanan publik. Melalui investasi infrastruktur yang bertanggung jawab, transformasi digital, pemberdayaan masyarakat pesisir, serta pelaporan yang transparan, ASDP membangun ekosistem transportasi penyeberangan yang mendukung pertumbuhan ekonomi, memperkuat peran lokal, dan menciptakan nilai berkelanjutan bagi masyarakat serta pemangku kepentingan. Langkah tersebut memastikan layanan selaras dengan perlindungan lingkungan dan kebutuhan generasi masa depan.

ASDP's mission extends beyond connecting Indonesia's islands; it is about delivering inclusive connectivity, environmental stewardship, and accountable governance. This commitment is reflected in green shipping initiatives, more efficient vessels, renewable energy adoption at ports, responsible waste management on land and at sea, and gradual emissions reduction. ASDP also expands ferry access to frontier, outermost, and least-developed regions while improving the safety, comfort, and accessibility of public services. Through responsible infrastructure investment, digital transformation, coastal community empowerment, and transparent reporting, ASDP is building a ferry transportation ecosystem that supports economic growth, strengthens local participation, and creates sustainable value for communities and stakeholders. These efforts ensure that ferry services advance in harmony with environmental protection and the shared needs of future generations.



Sustainability Growth Empowering Communities, Caring for the Environment

Pertumbuhan Berkelanjutan Memberdayakan Masyarakat, Melestarikan Lingkungan



Pertumbuhan berkelanjutan ASDP bertumpu pada keseimbangan antara pemberdayaan masyarakat dan pelestarian lingkungan. Sebagai penghubung antarpulau, ASDP tidak hanya menyediakan layanan penyeberangan, tetapi juga mendukung pertumbuhan ekonomi lokal, terutama di wilayah pesisir, terdepan, terluar, dan tertinggal. Melalui konektivitas yang lebih baik, ASDP membuka akses terhadap mobilitas, peluang usaha, lapangan kerja, pendidikan, dan layanan kesehatan. Komitmen lingkungan diwujudkan melalui upaya penurunan emisi, penerapan teknologi dan praktik operasional yang lebih ramah lingkungan, peningkatan efisiensi energi, serta pengelolaan limbah yang bertanggung jawab. Dengan mengintegrasikan nilai ekonomi, sosial, dan lingkungan dalam strategi bisnis, ASDP menciptakan nilai jangka panjang bagi pemangku kepentingan bersama, meningkatkan kualitas hidup masyarakat, menjaga ekosistem laut, serta memperkuat fondasi pertumbuhan transportasi Indonesia yang inklusif, tangguh, dan berkelanjutan bagi generasi kini dan mendatang.

ASDP's sustainable growth is founded on a balance between community empowerment and environmental stewardship. As an inter-island connector, ASDP not only provides ferry services but also supports local economic development, particularly in coastal, frontier, outermost, and underserved regions. Through stronger connectivity, ASDP expands access to mobility, business opportunities, employment, education, and healthcare services. Its environmental commitment is reflected in emissions reduction efforts, the adoption of cleaner technologies and operational practices, improved energy efficiency, and responsible waste management. By integrating economic, social, and environmental values into its business strategy at every level, ASDP creates long-term value for stakeholders, improves community wellbeing, safeguards marine ecosystems, and strengthens an inclusive, resilient, and sustainable transportation sector in Indonesia that benefits present and future generations.

Navigating the Future of Ports and Ferries Responsibly

Menavigasi Masa Depan Pelabuhan dan Feri dengan Bertanggung Jawab



PT ASDP Indonesia Ferry memandang masa depan pelabuhan dan feri sebagai ruang untuk menghadirkan layanan penyeberangan yang andal, aman, dan bertanggung jawab. Sebagai pelaku utama transportasi penyeberangan nasional, ASDP tidak hanya berperan sebagai penyedia layanan, tetapi juga sebagai penggerak transformasi menuju ekosistem maritim yang berkelanjutan. Komitmen tersebut diwujudkan melalui pemanfaatan teknologi inovatif, peningkatan efisiensi operasional, pengelolaan sumber daya secara bijaksana, serta penerapan praktik yang lebih ramah lingkungan. Dalam setiap pengembangan pelabuhan, armada, dan layanan digital, ASDP mempertimbangkan keselamatan pengguna jasa, kebutuhan masyarakat, dampak lingkungan, serta nilai jangka panjang bagi pemangku kepentingan. Dengan pendekatan ini, ASDP menavigasi masa depan transportasi laut Indonesia secara adaptif, transparan, dan berorientasi pada keberlanjutan.

PT ASDP Indonesia Ferry views the future of ports and ferries as an opportunity to deliver reliable, safe, and responsible ferry services. As a leading player in Indonesia's ferry transportation sector, ASDP serves not only as a service provider but also as a catalyst for transformation toward a more sustainable maritime ecosystem. This commitment is reflected in the use of innovative technologies, improved operational efficiency, prudent resource management, and the adoption of environmentally responsible practices. Across the development of ports, fleets, and digital services, ASDP considers passenger safety, community needs, environmental impacts, and long-term stakeholder value. Through this approach, ASDP navigates the future of Indonesia's maritime transportation sector with adaptability, transparency, and a clear commitment to sustainable progress.

Impact-Focused Venture Beyond Port and Ferry Venture yang Berfokus pada Dampak di Luar Pelabuhan dan Feri



Tahun 2021 merupakan tahun yang istimewa bagi ASDP, di tengah kondisi pandemi yang masih berlangsung, ASDP masih mampu melewatinya dan memberikan kinerja yang cukup memuaskan.

Bagi ASDP keberlanjutan adalah memenuhi peran untuk meningkatkan konektivitas antar pulau, menghubungkan jaringan sarana transportasi darat yang terpisah oleh perairan untuk mengangkut penumpang maupun logistik antar pulau. Sebagai agent of development yang melayani rute perintis, ASDP turut berperan untuk memastikan pemerataan pembangunan dan terpenuhinya kebutuhan logistik dan kesejahteraan masyarakat di seluruh wilayah. ASDP juga terus berupaya untuk meminimalisir jejak lingkungan, termasuk meningkatkan inisiatif dalam merespon perubahan iklim, serta untuk mengoptimalkan berbagai inisiatif pada aspek sosial, khususnya terkait keselamatan pelayaran serta program-program tanggung jawab sosial lingkungan.

Strategi ini juga merupakan bentuk dukungan ASDP terhadap Sustainable Development Goals (SDGs).

The year 2021 was a remarkable one for ASDP. Despite the ongoing pandemic, ASDP successfully navigated through the challenges and delivered a commendable performance.

For ASDP, sustainability means fulfilling its role in enhancing inter-island connectivity—linking land transportation networks separated by the sea to transport both passengers and logistics across islands. As an agent of development serving pioneering routes, ASDP plays a vital role in ensuring equitable development and meeting the logistical and welfare needs of communities throughout the country. ASDP also continuously strives to minimize its environmental footprint, enhance initiatives in response to climate change, and optimize various social initiatives, particularly those related to maritime safety and corporate social and environmental responsibility programs.

This strategy also represents ASDP's commitment to supporting the Sustainable Development Goals (SDGs).

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Bagi PT ASDP Indonesia Ferry (Persero), keberlanjutan berkaitan erat dengan kemampuan Perseroan dalam menyediakan layanan penyeberangan dan kepelabuhanan yang aman, andal, inklusif, serta dapat diakses oleh masyarakat di berbagai wilayah Indonesia.

For PT ASDP Indonesia Ferry (Persero), sustainability relates closely to the capacity of the Company to provide safe, reliable, inclusive, and accessible ferry transportation and port services across Indonesia.

HERU WIDODO

Direktur Utama | *President Director*
PT ASDP Indonesia Ferry (Persero)



SAMBUTAN DIREKTUR UTAMA [OJK D.1] [GRI 2-22]

MESSAGE FROM THE PRESIDENT DIRECTOR [OJK D.1] [GRI 2-22]

Para Pemangku Kepentingan yang Terhormat,

Sepanjang tahun 2025, ekonomi global masih bergerak dinamis dan sarat ketidakpastian, dipengaruhi oleh proteksionisme, perang dagang, fragmentasi perdagangan global, perubahan kebijakan moneter di negara maju, fluktuasi arus modal, serta konflik geopolitik. Di tengah kondisi tersebut, perekonomian Indonesia tetap tumbuh sebesar 5,11% sepanjang tahun, didukung oleh permintaan domestik, investasi, belanja Pemerintah, ekspor, serta dukungan kebijakan fiskal dan sektor keuangan. Kondisi ini menegaskan kembali pentingnya sektor transportasi dalam menjaga mobilitas masyarakat, memperlancar distribusi barang, dan mendukung aktivitas ekonomi nasional.

Sebagai penghubung masyarakat dan pasar, ASDP tidak hanya menjalankan fungsi transportasi, tetapi juga mendukung konektivitas antarpulau, distribusi logistik, pemerataan akses, serta pergerakan ekonomi di wilayah pesisir, kepulauan, dan daerah perintis.

Semangat tersebut tercermin dalam tema Laporan Keberlanjutan tahun ini, "Melangkah Berkelanjutan, Memberi Dampak". Tema ini menggambarkan komitmen Perseroan untuk memastikan bahwa transformasi dan pertumbuhan usaha tidak hanya menghasilkan nilai ekonomi, tetapi juga memberikan manfaat bagi pelanggan, karyawan, mitra kerja, masyarakat, negara, dan lingkungan. Dengan semangat *We Bridge the Nation*, dan melalui integrasi aspek lingkungan, sosial, dan tata kelola atau *Environmental, Social, and Governance (ESG)*, ASDP terus memperkuat kontribusinya terhadap konektivitas nasional melalui operasi yang bertanggung jawab dan tata kelola yang berintegritas.

Respected Stakeholders,

Throughout 2025, the global economy situation remained fluctuating with dynamic and uncertainty, driven by protectionism, trade wars, global trade fragmentation, monetary policy shifts in developed countries, capital flow fluctuations, and geopolitical conflicts. Amid these conditions, the Indonesian economy expanded by 5.11% throughout the year, sustained by domestic demand, investment, government spending, exports, and supportive fiscal and financial policies. This environment underscores the vital role of the transportation sector in maintaining public mobility, facilitating cargo distribution, and supporting national economic activity.

As a connector between communities and markets, ASDP fulfills a transportation function while supporting inter-island connectivity, logistics distribution, equitable access, and economic movement in coastal, insular, and pioneer regions.

The spirit is reflected in the theme of the Sustainability Report for the year, "Sustaining Progress, Creating Impact". The theme portrays the Company's commitment to ensuring that business transformation and company growth are generating economic value while also delivering benefits to customers, employees, partners, communities, the state, and the environment. Inspired by "We Bridge the Nation" tagline and the integration of Environmental, Social, and Governance (ESG) aspects, ASDP continues to reinforce its contribution to national connectivity through responsible operations and principled governance.

KEBIJAKAN UNTUK MERESPONS TANTANGAN DALAM PEMENUHAN STRATEGI KEBERLANJUTAN DAN CAPAIAN TAHUN 2025 [OJK D.1.A]

ASDP memaknai keberlanjutan sebagai pendekatan dalam menjalankan bisnis yang menyeimbangkan kepentingan ekonomi, lingkungan hidup, dan sosial, dengan keselamatan, kualitas layanan, serta tata kelola sebagai fondasi pelaksanaannya. Nilai tersebut dikembangkan melalui arah strategis Perseroan, kebijakan operasional, pengelolaan risiko, pengendalian internal, serta pelibatan pemangku kepentingan dalam perencanaan dan evaluasi kegiatan usaha.

Dalam menjalankan bisnisnya, Perseroan menghadapi sejumlah isu keberlanjutan yang berkaitan dengan keandalan armada dan fasilitas pelabuhan, keselamatan pelayaran dan kerja, kondisi cuaca, kebutuhan digitalisasi layanan, dampak lingkungan dari kegiatan kapal dan pelabuhan, serta tuntutan untuk memperluas manfaat sosial di wilayah operasional. Untuk merespons isu tersebut, ASDP menjalankan kebijakan yang berfokus pada penguatan infrastruktur dan layanan, peningkatan efisiensi dan produktivitas, pengembangan inovasi dan teknologi, pengelolaan lingkungan yang bertanggung jawab, pengembangan sumber daya manusia, serta penguatan tata kelola dan manajemen risiko.

Direksi memastikan arah kebijakan tersebut diterjemahkan ke dalam rencana kerja, target kinerja, program prioritas, serta mekanisme pemantauan dan evaluasi yang melibatkan fungsi operasional, keuangan, keselamatan, lingkungan, sumber daya manusia, manajemen risiko, dan tata kelola. Penguatan armada, fasilitas pelabuhan, konektivitas lintasan, layanan digital, dan logistik terintegrasi dilakukan untuk menjaga kesinambungan layanan. Sementara itu, pengelolaan energi, emisi, air, limbah, keselamatan, kompetensi karyawan, dan program TJSL terus diperkuat agar aktivitas Perseroan memberikan dampak positif yang lebih luas.

Tahun 2025 menunjukkan bahwa kebijakan tersebut tetap relevan, meskipun Perseroan menghadapi tekanan operasional dan keuangan. Gangguan armada, kondisi cuaca ekstrem, kerusakan fasilitas dermaga, pengaturan lalu lintas pada periode puncak, perubahan pola penggunaan dermaga, serta persaingan pada beberapa lintasan memengaruhi realisasi produksi penyeberangan. Tantangan tersebut menjadi pembelajaran penting untuk memperkuat keandalan armada dan pelabuhan, koordinasi operasional, pengalaman pelanggan, pengelolaan risiko, serta efektivitas pengendalian biaya.

POLICIES TO RESPOND TO CHALLENGES IN FULFILLING THE SUSTAINABILITY STRATEGY AND 2025 ACHIEVEMENTS [OJK D.1.A]

ASDP views sustainability through the lens of business approach that balances economic, environmental, and social interests, with safety, service quality, and corporate governance serving as its operational foundation. The value is cultivated through the strategic direction set by the Company, operational policies, risk management, internal controls, and stakeholder engagement in planning and evaluating business activities.

In conducting its business, the Company faces several sustainability issues concerning vessel fleet and port facility reliability, maritime and occupational safety, weather conditions, service digitalization needs, environmental impacts from vessel and port operations, and demands to extend social benefits in operational areas. To address these issues, ASDP implements policies focusing on strengthening infrastructure and services, improving efficiency and productivity, developing innovation and technology, responsible environmental management, human resource development, and reinforcing governance and risk management.

The Board of Directors ensures that these policy directions are translated into work plans, performance targets, priority programs, and monitoring and evaluation mechanisms involving operational, financial, safety, environmental, human resource, risk management, and governance functions. Strengthening the fleet, port facilities, route connectivity, digital services, and integrated logistics is undertaken to maintain service continuity. Meanwhile, management of energy, emissions, water, waste, safety, employee competence, and CSER programs is reinforced to generate a broader positive impact from corporate activities.

The year 2025 demonstrated that these policies remain relevant, even as the Company faced operational and financial pressures. Fleet disruptions, extreme weather, docking facility damage, peak-season traffic management, shifting dock utilization patterns, and competition on certain routes affected ferry transportation performance outputs. These challenges provided vital insights to strengthen fleet and port reliability, operational coordination, customer experience, risk management, and cost control effectiveness.

Komitmen Direksi terhadap keberlanjutan diwujudkan melalui penguatan transformasi operasional dan digitalisasi, antara lain melalui pengembangan *Port Operation Control Center* (POCC), *ASDP Port Services* (APS), *Intelligent Port Monitoring* (IPM), *Artificial Maintenance Diagnostic* (AMD), *Roadmap Transformasi*, serta *Task Force Transformation Office*. Perseroan juga melanjutkan penguatan pengendalian internal, manajemen risiko, Sistem Manajemen Anti Penyuapan, *Whistleblowing System*, serta penerapan prinsip *Good Corporate Governance* sebagai dasar untuk memastikan bahwa pertumbuhan usaha dijalankan secara transparan, akuntabel, patuh, dan berintegritas.

PENERAPAN KEUANGAN BERKELANJUTAN [OJK D.I.B]

Bagi ASDP, penerapan Keuangan Berkelanjutan diwujudkan melalui kegiatan operasi berkelanjutan yang mengintegrasikan pertimbangan ekonomi, lingkungan hidup, dan sosial ke dalam kegiatan usaha, pengambilan keputusan, pengelolaan risiko, serta pelaksanaan program kerja. Pendekatan tersebut diterapkan untuk menjaga kesinambungan konektivitas nasional, meningkatkan efisiensi operasional, mengelola dampak lingkungan, melindungi keselamatan dan kesejahteraan manusia, serta memperkuat manfaat bagi masyarakat di sekitar wilayah operasional.

Dari sisi ekonomi, ASDP mengelola 222 unit kapal dan melayani 288.566 trip sepanjang tahun 2025. Operasional tersebut mengangkut 5.713.288 penumpang, 7.226.933 kendaraan, serta 28.850.105 ton barang. Realisasi trip mencapai 89% dari target, penumpang mencapai 84% dari target, dan kendaraan mencapai 78% dari target. Pada segmen kepelabuhanan, jasa sandar mencapai 1.086.150.395 GRT-Call atau 110% dari target, sedangkan jasa parkir mencapai 359.350 unit atau 256% dari target.

Perseroan membukukan pendapatan usaha konsolidasian sebesar Rp4,96 triliun atau 86% dari rencana, serta laba tahun berjalan sebesar Rp285,43 miliar atau 40% dari rencana. Dibandingkan tahun sebelumnya, pendapatan usaha menurun 1%, sedangkan laba tahun berjalan turun 36%, terutama dipengaruhi oleh tekanan margin, peningkatan beban pokok dan beban usaha, serta *impairment* atas aset anak usaha. Meskipun demikian, struktur keuangan Perseroan tetap terjaga dengan total aset sebesar Rp11,35 triliun, total liabilitas sebesar Rp2,32 triliun, ekuitas sebesar Rp9,03 triliun, serta kas dan setara kas sebesar Rp1,94 triliun. ASDP juga mendukung penguatan ekonomi domestik melalui kerja sama dengan 649 pemasok barang dan jasa, yang seluruhnya merupakan pemasok domestik.

The commitment of the Board of Directors to sustainability is delivered through operational transformation and digitalization, including the development of the *Port Operation Control Center* (POCC), *ASDP Port Services* (APS), *Intelligent Port Monitoring* (IPM), *Artificial Maintenance Diagnostic* (AMD), the *Transformation Roadmap*, and the *Task Force Transformation Office*. The Company also continues to reinforce internal controls, risk management, the Anti-Bribery Management System, the *Whistleblowing System*, and *Good Corporate Governance* principles to ensure that business growth is pursued with transparency, accountability, compliance, and integrity.

IMPLEMENTATION OF SUSTAINABLE FINANCE [OJK D.I.B]

For ASDP, the implementation of sustainable finance is realized through sustainable operations that integrate comprehensive aspects of economic, environmental, and social considerations into business activities, decision-making, risk management, and work program execution. The approach is applied to preserve national connectivity continuity, improve operational efficiency, manage environmental impacts, protect human safety and well-being, and reinforce benefits for communities around operational areas.

From an economic perspective, ASDP managed 222 vessels and served 288,566 trips throughout 2025. These operations transported 5,713,288 passengers, 7,226,933 vehicles, and 28,850,105 tons of cargo. Actual trips stood at 89% of the target, passenger volume at 84% of the target, and vehicle volume at 78% of the target. In the port segment, docking services amounted to 1,086,150,395 GRT-Call or 110% of the target, while parking services recorded 359,350 units or 256% of the target.

The Company recorded consolidated operating revenue of Rp4.96 trillion or 86% of the target, and profit for the year of Rp285.43 billion or 40% of the target. Compared to the previous year, operating revenue decreased by 1%, while profit for the year fell by 36%, primarily affected by margin pressures, higher cost of sales and operating expenses, and asset impairment in subsidiaries. Nonetheless, the corporate financial structure remained sound, with total assets of Rp11.35 trillion, total liabilities of Rp2.32 trillion, equity of Rp9.03 trillion, and cash and cash equivalents of Rp1.94 trillion. ASDP also supported the domestic economy through joint cooperations with 649 goods and services suppliers, all of whom are domestic entities.

Dari sisi lingkungan hidup, ASDP melanjutkan pengelolaan dampak kegiatan kapal dan pelabuhan melalui pemenuhan dokumen lingkungan, pemantauan kualitas lingkungan, pengelolaan energi dan emisi, pengelolaan air dan limbah, serta penguatan sistem manajemen lingkungan di wilayah operasional. Perseroan memperkuat efisiensi operasional melalui pemantauan kondisi armada dengan SIEMON dan *Planned Maintenance System*, yang mendukung pengendalian parameter mesin, efektivitas pemeliharaan, dan peningkatan kualitas pencatatan energi serta emisi.

Perseroan juga melanjutkan pengembangan inisiatif *Green Port* dan *Green Shipping* melalui peningkatan efisiensi bahan bakar, pengelolaan air limbah, pemanfaatan energi terbarukan secara bertahap, serta evaluasi peluang penggunaan teknologi rendah emisi yang sesuai dengan karakteristik armada dan pelabuhan. Capaian target dan kinerja kuantitatif terkait energi, emisi, air, limbah, serta biaya lingkungan hidup disajikan lebih lanjut dalam bagian Kinerja Lingkungan Hidup laporan ini.

Dari sisi sosial, ASDP terus memperkuat pengembangan kompetensi, hubungan industrial, keberagaman, keterlibatan karyawan, keselamatan dan kesehatan kerja, serta pemberdayaan masyarakat melalui Program Tanggung Jawab Sosial dan Lingkungan. Hingga akhir tahun 2025, ASDP mempekerjakan 4.738 karyawan pada entitas induk, terdiri atas 4.250 karyawan laki-laki dan 488 karyawan perempuan. Perseroan melanjutkan program pengembangan kompetensi untuk mendukung kesiapan operasional, transformasi digital, peningkatan kualitas layanan, dan budaya keselamatan.

Keselamatan tetap menjadi landasan utama bagi penerapan keberlanjutan Perseroan. Pada tahun 2025, tidak terdapat kasus kematian akibat kerja pada karyawan maupun pekerja yang bukan karyawan. Perseroan mencatat empat kecelakaan kerja berat tidak termasuk kematian dan delapan kecelakaan kerja tercatat, dengan total 20.575.809 jam kerja aman. Tingkat kecelakaan kapal juga tercatat sebesar 0,22, lebih rendah dibandingkan 0,29 pada tahun sebelumnya. Hasil tersebut menjadi dasar bagi ASDP untuk terus memperkuat audit, inspeksi, pelatihan keadaan darurat, kesiapan kru kapal, pemantauan cuaca, investigasi insiden, dan sistem tanggap darurat.

On the environmental front, ASDP continued managing the impacts of vessel and port activities through environmental compliance documentation, environmental quality monitoring, energy and emissions management, water and waste management, and strengthening environmental management systems in operational areas. The Company improved operational efficiency by monitoring fleet conditions via SIEMON and the *Planned Maintenance System*, which support engine parameter controls, maintenance effectiveness, and better tracking of energy and emissions data.

The Company also continued developing *Green Port* and *Green Shipping* initiatives by improving fuel efficiency, wastewater management, the gradual utilization of renewable energy, and evaluating low-emission technology options aligned with fleet and port characteristics. Target attainments and quantitative performance regarding energy, emissions, water, waste, and environmental costs are detailed further in the Environmental Performance section of the report.

Regarding social aspects, ASDP continues to reinforce competency development, industrial relations, diversity, employee engagement, occupational health and safety, and community empowerment through the Corporate Social and Environmental Responsibility Program. As of 31 December 2025, ASDP employed 4,738 personnel at the parent entity, comprising 4,250 male employees and 488 female employees. The Company continued competency development initiatives to support operational readiness, digital transformation, service quality improvement, and a culture of safety.

Safety remains the core foundation of the corporate sustainability approach. In 2025, zero work-related fatalities occurred among employees or non-employee workers. The Company recorded four severe non-fatality work-related injuries and eight recordable work-related injuries, spanning a total of 20,575,809 safe working hours. The vessel accident rate was recorded at 0.22, down from 0.29 in the preceding year. These results provide a basis for ASDP to continue reinforcing audits, inspections, emergency response training, vessel crew readiness, weather monitoring, incident investigations, and emergency response systems.

Melalui Program TJSL, ASDP terus berupaya memperluas manfaat sosial bagi masyarakat disekitar wilayah operasional. Program yang dijalankan mencakup pengelolaan lingkungan pesisir, dukungan bagi kelompok rentan, kegiatan sosial dan pendidikan, program mudik ramah anak dan mudik gratis, serta pemberdayaan masyarakat. Capaian target dan indikator sosial secara lebih rinci, termasuk ketenagakerjaan, K3, dampak pada masyarakat, dan TJSL, disajikan dalam bagian Kinerja Sosial laporan ini.

STRATEGI PENCAPAIAN TARGET [OJK D.I.C]

Ke depan, ASDP akan memperkuat pencapaian target melalui peningkatan keandalan armada, modernisasi fasilitas pelabuhan, optimalisasi lintasan dan jadwal, penguatan layanan digital, serta peningkatan kualitas pengalaman pelanggan. Transformasi proses bisnis akan terus dilanjutkan melalui pemanfaatan teknologi dan data untuk mendukung efisiensi, transparansi, ketepatan pengambilan keputusan, serta pengendalian kegiatan operasional secara lebih terintegrasi.

Pengelolaan risiko akan terus menjadi bagian tidak terpisahkan dari strategi Perseroan. Risiko terkait kerusakan kapal, kecelakaan armada, keterlambatan docking, gangguan cuaca, persaingan layanan, ketidaksesuaian subsidi angkutan perintis, pencemaran lingkungan, keselamatan kerja, kepatuhan, serta reputasi akan dikelola melalui proses identifikasi, pengukuran, pemantauan, mitigasi, evaluasi, dan pelaporan secara berkala. Penguatan pemeliharaan dan pemantauan kondisi armada, audit keselamatan, peningkatan kompetensi awak kapal, pengendalian risiko operasional, serta penguatan pengendalian internal akan menjadi bagian dari langkah mitigasi yang terus dijalankan.

Perseroan juga melihat peluang pertumbuhan dari kebutuhan konektivitas nasional, peningkatan mobilitas masyarakat, pengembangan layanan logistik, modernisasi pelabuhan, digitalisasi layanan, serta optimalisasi kawasan *waterfront*. Peluang tersebut akan dikembangkan secara selektif melalui penguatan layanan inti penyeberangan dan kepelabuhanan, pengembangan layanan penunjang, serta kolaborasi dengan pemangku kepentingan untuk memperkuat aktivitas ekonomi lokal dan pariwisata.

Through the CSER Program, ASDP continues efforts to expand social benefits for communities near its operational areas. Executed programs include coastal environmental management, support for vulnerable groups, social and educational activities, child-friendly and free holiday travel programs, and community empowerment. Detailed target attainments and social indicators, including employment, OHS, community impacts, and CSER, are presented in the Social Performance section of the report.

ACHIEVEMENT STRATEGY [OJK D.I.C]

Moving forward, ASDP will reinforce target attainment by improving fleet reliability, modernizing port facilities, optimizing routes and schedules, strengthening digital services, and upgrading customer experience quality. Business process transformation will continue through technology and data utilization to support efficiency, transparency, accurate decision-making, and more integrated control over operational activities.

Risk management will remain an integral part of the corporate strategy. Risks related to vessel damage, fleet accidents, docking delays, weather disruptions, service competition, pioneer transport subsidy discrepancies, environmental pollution, occupational safety, compliance, and reputation will be managed through standard identification, measurement, monitoring, mitigation, evaluation, and reporting processes periodically. Reinforcing fleet maintenance and condition monitoring, safety audits, vessel crew competency upgrades, operational risk controls, and internal control systems will constitute ongoing mitigation measures.

The Company also identifies growth opportunities stemming from national connectivity demands, rising public mobility, logistics service development, port modernization, service digitalization, and waterfront area optimization. These opportunities will be selectively pursued by strengthening core ferry transportation and port services, developing ancillary services, and collaborating with stakeholders to boost local economic activity and tourism.

Dalam menghadapi situasi eksternal, Perseroan akan terus memperhatikan perubahan kondisi ekonomi, kebijakan transportasi dan subsidi, dinamika persaingan, tuntutan pelanggan, kondisi cuaca dan lingkungan laut, serta perkembangan teknologi. Faktor-faktor tersebut berpotensi memengaruhi keberlanjutan operasional dan pencapaian target Perseroan. Oleh karena itu, ASDP akan meningkatkan ketahanan operasional melalui pengelolaan armada dan pelabuhan yang lebih baik, peningkatan efisiensi energi dan bahan bakar, pengelolaan air dan limbah, penguatan budaya keselamatan, serta pengembangan kompetensi dan keterlibatan karyawan.

PENUTUP

Atas nama Direksi, saya menyampaikan apresiasi kepada pemegang saham, Dewan Komisaris, regulator, pemerintah pusat dan daerah, pelanggan, mitra kerja, pemasok, masyarakat, serta seluruh pemangku kepentingan atas dukungan dan kepercayaan yang diberikan kepada ASDP sepanjang tahun 2025.

Saya juga menyampaikan penghargaan kepada seluruh insan ASDP di Kantor Pusat, kantor regional, kantor cabang, kapal, dan entitas anak yang telah bekerja dengan dedikasi, profesionalisme, serta semangat pelayanan dalam menjaga keberlangsungan operasional Perseroan. Capaian yang diraih pada tahun 2025 merupakan hasil kerja bersama dan menjadi fondasi untuk terus memperkuat kualitas layanan, keselamatan, integritas, dan ketahanan bisnis.

ASDP akan terus melangkah secara terarah untuk memperkuat konektivitas nasional, meningkatkan kualitas layanan publik, memperkuat tata kelola, serta mengelola dampak ekonomi, sosial, dan lingkungan hidup secara bertanggung jawab. Dengan komitmen tersebut, Perseroan optimistis dapat terus menjalankan perannya sebagai penghubung masyarakat dan pasar melalui layanan penyeberangan dan kepelabuhanan yang aman, andal, inklusif, dan berkelanjutan.

In response to external dynamics, the Company will monitor economic shifts, transportation and subsidy policies, competitive dynamics, customer demands, weather and marine environment conditions, and technological developments. These factors can potentially influence the operational sustainability and target attainment of the Company. Consequently, ASDP will improve operational resilience through enhanced fleet and port management, increased energy and fuel efficiency, water and waste management, a stronger safety culture, and employee competency and engagement development.

CLOSING STATEMENT

On behalf of the Board of Directors, I express my appreciation to the shareholders, the Board of Commissioners, regulators, central and local governments, customers, business partners, suppliers, communities, and all stakeholders for the support and trust extended to ASDP throughout 2025.

I also extend my gratitude to all ASDP personnel at the Head Office, regional offices, branch offices, vessels, and subsidiaries who have worked with dedication, professionalism, and a spirit of service to maintain the operational continuity of the Company. The results achieved in 2025 reflect collective efforts and provide a foundation to continuously reinforce service quality, safety, integrity, and business resilience.

ASDP will continue moving forward deliberately to reinforce national connectivity, improve public service quality, solidify governance, and responsibly manage economic, social, and environmental impacts. Grounded in this commitment, the Company remains optimistic about fulfilling its role as a link between communities and markets through safe, reliable, inclusive, and sustainable ferry transportation and port services.

Jakarta, 21 Agustus | August 2026

Atas Nama Direksi | On behalf of the Board of Directors

HERU WIDODO

Direktur Utama | President Director
PT ASDP Indonesia Ferry (Persero)

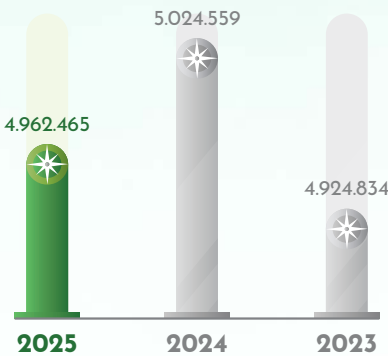
IKHTISAR KINERJA KEBERLANJUTAN

SUSTAINABILITY PERFORMANCE OVERVIEW

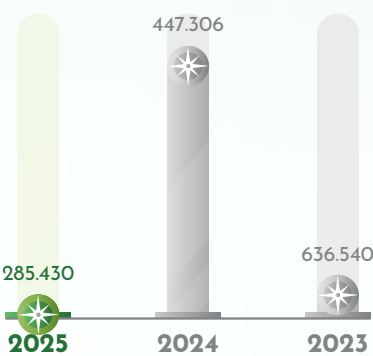
KINERJA EKONOMI [OJK B.1]

ECONOMIC PERFORMANCE [OJK B.1]

Pendapatan Usaha (Rp Juta)
Revenue (Rp Million)



Laba Tahun Berjalan (Rp Juta)
Profit for the Year (Rp Million)

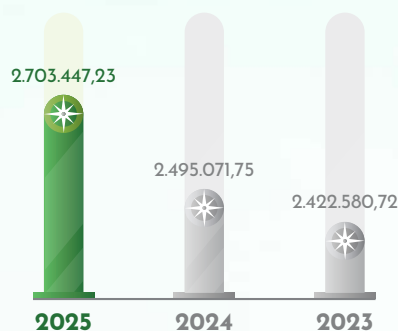


 Jumlah Kapal Total Vessels (Unit) 2025 222 2024 220 2023 172	 Jumlah Trip Total Trips (Trip) 2025 288.566 2024 319.760 2023 323.668	 Jumlah Penumpang Diangkut Total Passenger (Orang Persons) 2025 5.713.288 2024 6.196.011 2023 6.505.663
 Jumlah Kendaraan Diangkut Total Vehicle Transported (Unit) 2025 7.226.933 2024 8.285.958 2023 8.661.456	 Volume Barang Diangkut Total Cargo (Ton) 2025 28.850.105 2024 1.158.089 2023 997.211	
 Jumlah Pemasok Barang dan Jasa Number of Suppliers of Goods and Services (Pemasok Suppliers) 2025 649 2024 492 2023 238	 Persentase Pemasok Lokal Percentage of Local Suppliers (%) 2025 100 2024 100 2023 100	
 Kapal Vessels 160	telah terpasang sistem <i>engine monitoring</i> SIEMON. have been equipped with SIEMON engine monitoring system.	

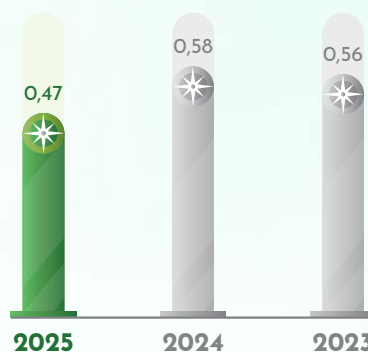
KINERJA LINGKUNGAN [OJK B.2]

ENVIRONMENT PERFORMANCE [OJK B.2]

Total Konsumsi Energi (Gigajoule) Total Energy Consumption (Gigajoule)



Intensitas Energi (GJ/orang) Energy Intensity (GJ/person)



Total emisi GRK
Cakupan 1 dan 2
Total GHG Emissions
for Scopes 1 and 2

2025

238.016,86
(ton CO₂e)

2024

187.721,79
(ton CO₂e)

2023

189.023,96
(ton CO₂e)



Intensitas Emisi GRK
GHG Emission Intensity

2025

0,0417
(ton CO₂e/penumpang | passenger)

2024

0,0436
(ton CO₂e/penumpang | passenger)

2023

0,0438
(ton CO₂e/penumpang | passenger)



Biaya Pengelolaan
Lingkungan Hidup
Environmental
Management Costs

2025

11.569,51
(Rp Juta | Rp Million)

2024

10.838,63
(Rp Juta | Rp Million)

2023

11.873,91
(Rp Juta | Rp Million)

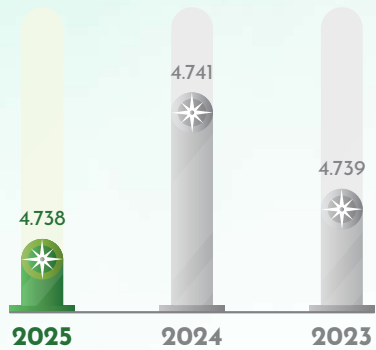


Bibit | Seedlings

3.000

Berkontribusi melalui penanaman 3.000 bibit mangrove di Mawali, Bitung
Contributed by planting of 3,000 mangrove seedlings in Mawali, Bitung.

Jumlah Karyawan Entitas Induk (Orang)
Number of Parent Entity Employees (Persons)



Karyawan Laki-laki
Male Employees

2025
89,70%

2024
93,12%

2023
93,06%



Karyawan Perempuan
Female Employees

2025
10,30%

2024
6,88%

2023
6,94%



Total realisasi dana TJSL (investasi sosial) (Rp Juta)
CSER fund distributed (social investment) (Rp Million)

2025	2024	2023
10.182,81	8.172,17	8.421,52



NIHIL | ZERO

Tidak terdapat insiden fatal yang menyebabkan kematian yang terjadi di lingkungan kerja ASDP di tahun 2025.

There were no fatal incidents resulting in death occurring in the ASDP work environment in 2025.



TENTANG ASDP

ABOUT ASDP





SEKILAS ASDP

ASDP AT A GLANCE

PT ASDP Indonesia Ferry (Persero) ("Perseroan" atau "ASDP") memulai sejarahnya pada 27 Maret 1973 sebagai Proyek Angkutan Sungai, Danau, dan Ferry (PASDF) di bawah Direktorat Lalu Lintas Angkutan Sungai, Danau, dan Ferry (DLLASDF), Direktorat Jenderal Perhubungan Darat, Departemen Perhubungan.

Saat ini, ASDP merupakan Badan Usaha Milik Negara (BUMN) yang bergerak di bidang jasa penyeberangan, pengelolaan pelabuhan terintegrasi, serta pengembangan destinasi wisata berbasis kawasan *waterfront*. Perseroan mengoperasikan 222 unit kapal ferry yang melayani 326 lintasan dan 37 pelabuhan di seluruh Indonesia. Selain itu, ASDP juga mengembangkan kegiatan usaha lain yang berkaitan dengan pengembangan kawasan pelabuhan, antara lain Bakauheni Harbour City di Provinsi Lampung dan Kawasan Marina Labuan Bajo di Nusa Tenggara Timur.

Melalui layanan angkutan penyeberangan bagi penumpang, kendaraan, dan barang, ASDP memiliki peran strategis dalam mendukung upaya Pemerintah meningkatkan konektivitas antarpulau di Indonesia. Perseroan menghubungkan jaringan transportasi darat yang terpisah oleh perairan, sekaligus mendukung mobilitas masyarakat dan distribusi logistik antardaerah. Peran tersebut sejalan dengan motto Perseroan, *"We Bridge the Nation"*.

ASDP menjalankan kegiatan usaha sesuai dengan Anggaran Dasar Perseroan Pasal 3, yang antara lain mencakup bidang usaha sebagai berikut:

1. Pengusahaan Pelabuhan Laut,
2. Pelabuhan Sungai dan Danau,
3. Jasa Angkutan Laut,
4. Jasa Angkutan Sungai dan Danau,
5. Jasa Angkutan Penyeberangan,
6. Optimalisasi pemanfaatan sumber daya perusahaan yang dimiliki Perusahaan untuk menghasilkan barang dan/atau jasa yang bermutu tinggi dan berdaya saing kuat untuk mendapatkan keuntungan guna meningkatkan nilai Perusahaan.

Dalam menjalankan kegiatan usahanya, ASDP mengelompokkan layanan Perseroan ke dalam tiga segmen usaha yang terintegrasi, dengan ruang lingkup kegiatan usaha sebagai berikut:

PT ASDP Indonesia Ferry (Persero) ("the Company" or "ASDP") traces its origins back to 27 March 1973, when it was established as Proyek Angkutan Sungai, Danau, dan Ferry (PASDF) under the Directorate of River, Lake, and Ferry Transportation Traffic (DLLASDF), Directorate General of Land Transportation, Ministry of Transportation.

Today, ASDP operates as a State-Owned Enterprise (SOE) engaged in ferry transportation services, integrated port management, and the development of waterfront-based tourism destinations. The Company currently operates 222 ferry vessels serving 326 routes and 37 ports across Indonesia. In addition, ASDP continues to expand its business portfolio through the development of port areas and waterfront destinations, including Bakauheni Harbour City in Lampung Province and Marina Labuan Bajo in East Nusa Tenggara.

Through its passenger, vehicle, and cargo ferry services, ASDP plays a strategic role in supporting the Government's efforts to strengthen inter-island connectivity throughout Indonesia. The Company bridges land transportation networks separated by waterways while facilitating community mobility and regional logistics distribution. This role reflects the Company's corporate motto, *"We Bridge the Nation."*

ASDP conducts its business activities in accordance with Article 3 of the Company's Articles of Association, which covers the following business sectors:

1. Sea Port Operations
2. River and Lake Port Operations
3. Sea Transportation Services
4. River and Lake Transportation Services
5. Ferry Transportation Services
6. Optimization of the Company's resources to deliver high-quality and highly competitive products and/or services in order to generate sustainable profits and enhance the Company's value.

In conducting its business activities, ASDP classifies the Company's services into three integrated business segments, with the following scope of operations:

PRODUK DAN JASA PRODUCTS AND SERVICES

Usaha Pelabuhan Port Services Business



37 Pelabuhan
Port



89 Dermaga
Docks

- 61 Dermaga Moveable Bridge
61 Moveable Bridge Docks
- 25 Dermaga Plengsengan
25 Levee Docks
- 3 Dermaga Ponton
3 Floating Docks



27 Kantor Cabang
Branch Offices

Usaha Angkutan dan Penyeberangan Transportation and Ferry Business



326 Lintasan
Routes

- 98 Lintasan Komersial
98 Commercial Routes
- 5 Lintasan Tol Laut
5 Sea Toll Routes
- 204 Lintasan Perintis
204 Pioneer Routes
- 19 Lintasan Kargo
19 Cargo Routes

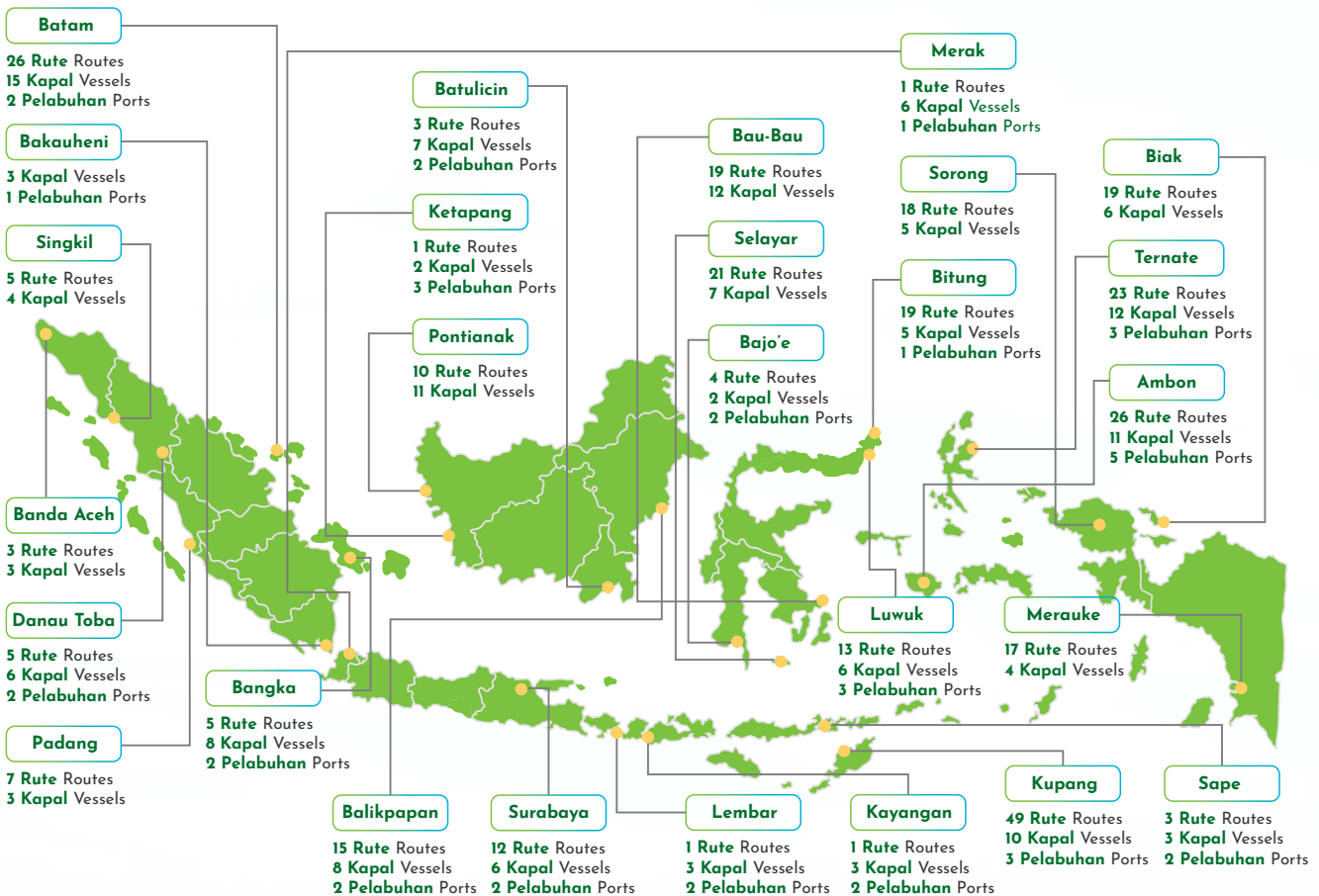


222 Kapal Vessels
(PT ASDP Indonesia Ferry
& PT Jembatan Nusantara)

Aneka Jasa dan Kerja Sama Ancillary Services and Joint Operation



99.228 kiloliter Produksi BBM
kiloliter of Fuel Production





VISI, MISI, DAN TATA NILAI [OJK C.1]

VISION, MISSION, & CORPORATE VALUES [OJK C.1]

Visi | Vision



Terdepan dalam menghubungkan masyarakat dan pasar melalui jasa penyeberangan-pelabuhan terintegrasi dan tujuan wisata waterfront.

Leading in connecting the community and the market through integrated port-ferry transportation services and waterfront tourism destination.



Misi | Mission

- Menciptakan dan mengoptimalkan nilai Perusahaan dengan menghubungkan masyarakat dan pasar.
Creating and optimizing the Corporate value by connecting the community with the market.
- Menekankan keunggulan operasional melalui:
Emphasizing operational advantages through:
 - Budaya pelayanan yang profesional dan berkualitas;
Professional and quality service culture;
 - Fasilitas pelabuhan terintegrasi, armada dan infrastruktur yang handal;
Integrated port facilities, reliable fleet, and infrastructure;
 - Penerapan teknologi berbasis nilai.
Value-based technology application.
- Aktif mendukung dan berperan dalam pengembangan ekonomi melalui layanan logistik dan tujuan wisata pilihan.
Actively supporting and playing a role in economic development through logistic services and selected tourism destinations.
- Secara konsisten mengedepankan keselamatan dan layanan penuh keramahan, tulus, dan berkualitas.
Consistently prioritizing safety and full-services hospitality, sincerity, and quality.
- Penerapan standar lingkungan berkelanjutan.
Implementing sustainable environmental standards.

NILAI PERSEROAN COMPANY VALUE





A

AMANAH

Definisi: Memegang teguh kepercayaan yang diberikan.

Panduan Perilaku:

- Memenuhi janji dan komitmen.
- Bertanggung jawab atas tugas, keputusan dari tindakan yang dilakukan.
- Berpegang teguh pada nilai moral dan etika.

TRUSTWORTHY

Definition: Uphold the trust given.

Code of Conduct:

- Fulfill promises and commitments.
- Responsible for the task, and the decision of the actions taken.
- Adhere to moral and ethical values.

K

KOMPETEN

Definisi: Terus belajar dan mengembangkan kapabilitas.

Panduan Perilaku:

- Meningkatkan kompetensi diri untuk menjawab tantangan yang selalu berubah.
- Membantu orang lain belajar.
- Menyelesaikan tugas dengan kualitas terbaik.

COMPETENT

Definition: Continuous learning and developing capabilities.

Code of Conduct:

- Increase self-competence to respond to everchanging challenges.
- Help others learn.
- Completing tasks of the highest quality.

H

HARMONIS

Definisi: Saling peduli dan menghargai perbedaan.

Panduan Perilaku:

- Menghargai setiap orang apa pun latar belakangnya.
- Suka menolong orang lain.
- Membangun lingkungan kerja yang kondusif.

HARMONIOUS

Definition: Care for each other and respect differences.

Code of Conduct:

- Respect everyone regardless of background.
- Keen to helping others.
- Build a conducive work environment.

LOYAL

Definisi: Berdedikasi dan mengutamakan kepentingan Bangsa dan Negara.

Panduan Perilaku:

- Menjaga nama baik sesama karyawan, Pimpinan, BUMN dan Negara.
- Rela berkorban untuk mencapai tujuan yang lebih besar.
- Patuh kepada pimpinan sepanjang tidak bertentangan dengan hukum dan etika.

LOYAL

Definition: Dedicate and prioritize the interests of the Nation and Country.

Code of Conduct:

- Maintain the good reputation of fellow employees, Leaders, SOEs, and the Country.
- Willing to make sacrifices to achieve a greater goal.
- Obey the leadership as long as it does not conflict with law and ethics.

ADAPTIF

Definisi: Terus berinovasi dan antusias dalam menggerakkan ataupun menghadapi perubahan.

Panduan Perilaku:

- Cepat menyesuaikan diri untuk menjadi lebih baik.
- Terus-menerus melakukan perbaikan mengikuti perkembangan teknologi.
- Bertindak proaktif.

ADAPTIVE

Definition: Continue to innovate and be enthusiastic in moving or facing change.

Code of Conduct:

- Quickly adapt to get better.
- Continuously make improvements following technological developments.
- Act proactively.

KOLABORATIF

Definisi: Membangun kerja sama yang sinergis.

Panduan Perilaku:

- Memberi kesempatan kepada berbagai pihak untuk berkontribusi.
- Terbuka untuk bekerja sama untuk menghasilkan nilai tambah.
- Menggerakkan pemanfaatan berbagai sumber daya untuk tujuan bersama.

COLLABORATIVE

Definition: Building synergistic cooperation.

Code of Conduct:

- Provide opportunities for various parties to contribute.
- Open to working together to generate added value.
- Mobilize the utilization of various resources for common goals.

L

A

K

PROFIL ASDP [GRI 2-1] ASDP PROFILE [GRI 2-1]

	Nama Perusahaan Company Name	PT ASDP Indonesia Ferry (Persero)
	Tanggal Pendirian Date of Establishment	27 Maret 1973 27 March 1973
	Alamat Kantor Pusat [OJK C.2] Head Office Address [OJK C.2]	PT ASDP Indonesia Ferry Building, Jalan Jend. Achmad Yani Kav. 52A, Cempaka Putih Timur, Jakarta Pusat, 10510, Indonesia
	Alamat Surat Elektronik Email Address	corporate.secretary@asdp.id
	Situs Web Website	www.asdp.com
	Media Sosial Social Media	Instagram: @asdp191 X: @asdp191 Facebook: Fan Page ASDP Indonesia Ferry YouTube: ASDP Call Center: (021) 191 SMS Center: 08111-021191
	Kegiatan Usaha [OJK C.4] Business Activities [OJK C.4]	- Usaha Angkutan dan Penyeberangan Ferry Transportation and Crossing Services - Usaha Pelabuhan Port Operations - Usaha Aneka Jasa dan Kerja Sama Usaha Ancillary Services and Joint Operation
	Negara Tempat Operasi Country of Operations	Indonesia
	Pasar yang Dilayani Served Markets	Pasar Domestik/Indonesia Domestic Markets/Indonesia
	Sifat kepemilikan dan Badan Hukum Ownership and Legal Entity	Perseroan Terbatas; Badan Usaha Milik Negara (BUMN) dengan kepemilikan saham 100% oleh Negara Republik Indonesia. Limited Liability Company; State-Owned Enterprises (BUMN) with 100% share ownership by the Republic of Indonesia.
	Dasar Hukum Pendirian Legal Basis of Establishment	Akta No. 82 tentang Perseroan Terbatas Perusahaan Perseroan (Persero) PT Angkutan Sungai, Danau, dan Penyeberangan, sebagaimana telah disahkan dengan Keputusan Menteri Kehakiman RI No. C2.13294.HT.01.01-1993 tanggal 8 Desember 1993. Deed No. 82 concerning the establishment of the State-Owned Limited Liability Company (Persero) PT Angkutan Sungai, Danau, dan Penyeberangan, as approved by the Decree of the Minister of Justice of the Republic of Indonesia No. C2.13294.HT.01.01-1993 dated 8 December 1993.
	Perubahan Signifikan [C.6] Significant Changes [C.6]	Tidak terdapat perubahan signifikan yang terjadi pada aktivitas, rantai nilai, dan hubungan bisnis Perseroan lainnya dibandingkan dengan laporan sebelumnya. There were no significant changes in the Company's activities, value chain, or other business relationships compared to the previous reporting period.



FILOSOFI LOGO PERSEROAN COMPANY LOGO PHILOSOPHY



Filosofi Logo Perusahaan | Philosophy of Company Logo



Logogram

Posisi logogram berada di bagian atas merepresentasikan bahwa ASDP Indonesia Ferry senantiasa untuk **looking up to limitless possibilities** (visioner, peka, dan sadar akan berbagai potensi di masa depan) untuk mengalirkan kemakmuran bagi masyarakat. Secara keseluruhan logo menggambarkan ASDP Indonesia Ferry sebagai garda utama keterhubungan perairan Nusantara yang akan terus berkembang dan senantiasa memberi dampak positif yang berkelanjutan.

The top placement of the logogram represents ASDP Indonesia Ferry's commitment to looking up to limitless possibilities (visionary, responsive, and forward-looking mindset) to deliver prosperity to the public. Overall, the logo portrays ASDP Indonesia Ferry as the primary vanguard of the archipelago's maritime connectivity, dedicated to continuous growth and generating sustainable positive impacts.

Arti Warna | Color Meaning



Hijau
Green

Warna hijau melambangkan tujuan ASDP untuk mengalirkan kemakmuran bagi masyarakat melalui pembaharuan dan pertumbuhan.

The green color symbolizes ASDP's goal to bring welfare to society through revitalization and growth.



Hijau
Tosca
Turquoise

Warna hijau tosca, yang dihasilkan dari perpaduan hijau dan biru melambangkan empati dan ketulusan layanan yang diberikan Perseroan.

The turquoise, a combination of green and blue, symbolizes empathy and sincerity in the services provided by the Company.



Biru
Blue

Warna biru terinspirasi dari warna perairan yang berkaitan erat dengan ASDP, serta melambangkan reliabilitas dan harmoni.

The blue is inspired by the color of the waters, closely related to ASDP, and symbolizes reliability and harmony.



SKALA PERSEROAN [OJK C.3] [GRI 2-6]

COMPANY SCALE [OJK C.3] [GRI 2-6]

Keterangan Description	Satuan Unit	2025	2024	2023
Jumlah Karyawan Number of Employees	Orang People	4.738	4.741	4.739
Jumlah Pendapatan Usaha Operating Revenue	Rp Juta Rp Million	4.962.465	5.024.559	4.924.834
Laba Tahun Berjalan Profit for the Year	Rp Juta Rp Million	285.430	447.306	636.540
Jumlah Aset Total Assets	Rp Juta Rp Million	11.354.685	11.411.164	11.055.701
Jumlah Liabilitas Total Liabilities	Rp Juta Rp Million	2.319.723	2.612.308	2.670.989
Jumlah Ekuitas Total Equity	Rp Juta Rp Million	9.034.962	8.798.855	8.384.712
Jumlah Trip Total Trips	Trip Trips	288.566	319.760	323.668
Jumlah Total Penumpang Diangkut Total Passengers Transported	Orang People	5.713.288	6.196.011	6.505.663
Jumlah Total Kendaraan Diangkut Total Vehicles Transported	Unit Units	7.226.933	8.285.958	8.661.456
Volume Total Barang Diangkut Total Cargo Volume Transported	Ton Tons	28.850.105	1.158.089	997.211





DATA PEMEGANG SAHAM [OJK C.3]

SHAREHOLDER DATA [OJK C.3]

Komposisi pemegang saham Perseroan mengalami perubahan pada tahun 2025 sehubungan dengan masuknya PT Danantara Asset Management sebagai pemegang saham Perseroan. Tabel berikut menyajikan informasi mengenai jumlah lembar saham, nilai saham, dan persentase kepemilikan saham Perseroan per 31 Januari 2025 dan 31 Desember 2025 berdasarkan akta yang berlaku.

The composition of the Company's shareholders changed in 2025 following the inclusion of PT Danantara Asset Management as a shareholder of the Company. The following table presents information regarding the number of shares, share value, and percentage of share ownership of the Company as of 31 January 2025 and 31 December 2025, based on the applicable deeds.

PEMEGANG SAHAM PERSEROAN SHAREHOLDER COMPOSITION

Pemegang Saham Stakeholder	31 Januari 2025 31 January 2025			31 Desember 2025 31 December 2025		
	Jumlah Lembar Shares	Nilai Saham Share Values	%	Jumlah Lembar Shares	Nilai Saham Share Values	%
	Berdasarkan Akta Nomor 02 tanggal 22 Januari 2025 Based on Deed No. 02 dated 22 January 2025			Berdasarkan Akta Nomor 20 tanggal 23 Juni 2025 Based on Deed No. 20 dated 23 June 2025		
Pemerintah Negara Republik Indonesia Government of the Republic of Indonesia	5.561.760	Rp5.561.760.000.000	100%	1	Rp1.000.000	0,00002%
PT Perusahaan Perseroan (PERSERO) PT Danantara Asset Management	-	-	-	5.561.759	Rp5.561.759.000.000	99,99998%

JEJAK LANGKAH MILESTONES

1973



Berdirinya Perusahaan dimulai dari pembentukan Proyek Angkutan Sungai, Danau, dan Ferry (PASDF).

The Company was established with the establishment of Proyek Angkutan Sungai, Danau, dan Ferry (PASDF).

1980

Dilakukan perubahan nama menjadi Proyek Angkutan Sungai, Danau, dan Penyeberangan (PASDP).

Change of name to Proyek Angkutan Sungai, Danau, dan Penyeberangan (PASDP).

1986



Perubahan status PASDP menjadi perusahaan dengan status Perusahaan Umum (Perum).

Change of PASDP status into a company of Perusahaan Umum (Perum) status.

2020

Perseroan meluncurkan layanan pembelian tiket ferry berbasis online melalui sistem Ferizy yang tersertifikasi Sistem Manajemen Anti Penyuapan ISO37001:2016.

The Company launched an online ferry ticket purchasing service through the Ferizy system, which is ISO37001:2016 Anti-Bribery Management System certified.

2019

Perseroan melalui PT Indonesia Ferry Properti membangun ekosistem waterfront tourism di Kawasan Marina Labuan Bajo yang merupakan salah satu ekosistem pariwisata Super Prioritas.

The Company, through PT Indonesia Ferry Properti, built a waterfront tourism ecosystem in Labuan Bajo Marina Area, which is one of the Super Priority tourism ecosystems.

2018



Perseroan untuk pertama kalinya memperoleh rating "idAA" dari PEFINDO dengan prospek Stabil. Pencapaian ini ditunjang oleh dukungan kuat dari pemerintah, posisi pasar yang mapan di segmen penyeberangan penumpang dan kendaraan, serta profitabilitas yang sehat.

For the first time, the Company obtained an "idAA" rating from PEFINDO with Stable prospects. The achievement was reinforced by strong support from the government, an established market position in the passenger and vehicle crossing segments, as well as healthy profitability.

2021

- Perseroan menggagas pengembangan Kawasan Bakauheni Harbour City (BHC) di Kawasan Menara Siger, Bakauheni, Lampung.
- Wakil Menteri BUMN Kartiko Wirjoatmodjo dan Gubernur Lampung Arinal Djunaidi melaksanakan *groundbreaking* Masjid BSI, Area UMKM, Renovasi Menara Siger, *Creative Hub*, *Housing Development*, dan *Entrepreneurship Center* di Kawasan Bakauheni Harbour City (BHC).

- The Company initiated the development of Bakauheni Harbour City (BHC) Area in Siger Tower area, Bakauheni, Lampung.
- Deputy SOEs Minister Kartiko Wirjoatmodjo and Lampung Governor Arinal Djunaidi carried out the *groundbreaking* of BSI Mosque, MSME Area, Siger Tower Renovation, *Creative Hub*, *Housing Development*, and *Entrepreneurship Center* in Bakauheni Harbour City (BHC) area.

2022



- Perseroan melakukan akuisisi perusahaan penyedia jasa penyeberangan yaitu PT Jembatan Nusantara.
- Perseroan melakukan perluasan digitalisasi metode pembayaran cashless pada 17 pelabuhan.
- Presiden Joko Widodo melakukan peresmian Pelabuhan Penyeberangan dan 2 Kapal Ferry untuk mendukung KSPN Danau Toba.

- The Company acquired a company providing crossing services, namely PT Jembatan Nusantara.
- The Company expanded the digitalization of cashless payment methods at 17 ports.
- President Joko Widodo inaugurated the Ferry Port and 2 Ferry vessels to support the National Tourism Strategic Area (Kawasan Strategis Pariwisata Nasional, KSPN) of Lake Toba.



1992

Perusahaan Umum (Perum) ASDP bertransformasi menjadi PT ASDP (Persero).

Perusahaan Umum (Perum) ASDP was transformed into PT ASDP (Persero).

2004

Perseroan melakukan perubahan identitas perusahaan dari PT ASDP (Persero) menjadi PT ASDP Indonesia Ferry (Persero).

The Company changed its corporate identity from PT ASDP (Persero) to PT ASDP Indonesia Ferry (Persero).

2008

Perseroan melakukan transformasi bisnis dan melakukan redefinisi visi dan misi, moto perusahaan serta modernisasi operasional menuju standar internasional.

The Company transformed its business and redefined its vision, mission, and motto as well as modernized operations towards international standards.

2017

Perseroan meningkatkan pelayanan dengan menerapkan online ticketing di sejumlah rute.

The Company improved service by implementing online ticketing on several routes.

2014

Perseroan membukukan pendapatan operasional sebesar Rp1,9 triliun.

The Company recorded an operating revenue of Rp1.9 trillion.

2012

Perseroan melakukan modernisasi armada dengan menyediakan kapal berkapasitas besar dan lengkap dengan fasilitas berstandar internasional.

The Company modernized its fleet by providing large capacity ships complete with international standard facilities.

2023

• Peluncuran logo baru yang bertepatan dengan usia emas Perseroan menjadi semangat baru dalam transformasi perusahaan menuju perusahaan berkelas dunia.

• Soft opening Krakatau Park dan Siger Park sebagai langkah awal beroperasinya Bakauheni Harbour City (BHC).

• The launch of the new logo, coincided with the Company's golden anniversary, brought new spirit to the Company's transformation into a world-class company.

• Soft opening of Krakatau Park and Siger Park marked the first step in the operation of Bakauheni Harbour City (BHC).

2024

• ASDP operasikan lintasan baru perintis Siompu - Batauga di Sulawesi Tenggara dalam rangka meningkatkan konektivitas transportasi antar pulau.

• Peresmian e-Ticketing di Pelabuhan Penajam.

• ASDP commenced operations of the new pioneer route Siompu - Batauga in Southeast Sulawesi to improve inter-island transportation connectivity.

• Inauguration of e-Ticketing at Penajam Port.

2025

ASDP Perkuat Transformasi Digital melalui Self Service Port dan Pengembangan Integrated Ticketing System

ASDP melanjutkan transformasi layanan berbasis digital dengan memperkuat Ferizy menjadi single platform, memperluas implementasi online ticketing, serta mengembangkan kanal pembayaran dan kanal penjualan digital.

ASDP Strengthened Digital Transformation Through Self-Service Ports and the Development of Integrated Ticketing System

ASDP continued its digital-based service transformation by turning Ferizy as a single platform, expanding the implementation of online ticketing, and developing digital payment and sales channels.



KEANGGOTAAN ASOSIASI [GRI 2-28] [OJK C.5]

ASSOCIATION MEMBERSHIPS [GRI 2-28] [OJK C.5]

Perseroan menyadari pentingnya peran organisasi dan asosiasi dalam mendukung pengembangan industri perhubungan laut serta sektor penyeberangan. Keikutsertaan ASDP dalam berbagai organisasi dan asosiasi juga menjadi sarana bagi Perseroan untuk memperluas wawasan, memperkuat kolaborasi, serta memahami perkembangan, dampak, dan peluang yang relevan bagi keberlanjutan usaha Perseroan. Hingga 31 Desember 2025, Perseroan tercatat sebagai anggota dalam asosiasi dan organisasi berikut:

The Company recognizes the important role of organizations and associations in supporting the development of the maritime transportation and ferry crossing industries. ASDP's participation in various organizations and associations also serves as a platform for the Company to broaden its insights, strengthen collaboration, and better understand developments, impacts, and opportunities relevant to the sustainability of its business operations. As of 31 December 2025, the Company was registered as a member of the following associations and organizations:

Nama Asosiasi Name of Association	Sifat Keanggotaan Membership Status	Lingkup Scope
Gabungan Pengusaha Nasional Angkutan Sungai, Danau, dan Penyeberangan (Gapasdap)	Anggota Member	Nasional National
Indonesian National Ferryowners Association & Port (INFA & Port)	Anggota Member	Nasional National
Corporate Secretary Association	Anggota Member	Nasional National
Forum Teknologi Informasi BUMN	Anggota Member	Nasional National
IAMI	Anggota Member	Nasional National
Forum Digital Indonesia (FORDIGI)	Anggota Member	Nasional National
Forum Human Capital Indonesia	Anggota Member	Nasional National
Forum Humas BUMN	Anggota Member	Nasional National
Forum TJSL BUMN	Anggota Member	Nasional National
Interferry	Anggota Member	Internasional International
Asosiasi Logistik Digital Economy Indonesia (ALDEI)	Anggota Member	Nasional National
Asosiasi Rantai Pendingin Indonesia (ARPI)	Anggota Member	Nasional National
Indonesian National Shipowners' Association (INSA)	Anggota Member	Nasional National



PENGHARGAAN AWARDS



Nama Penghargaan | Award

Achievement in Performing Social Responsibility Activities at Special Moment "Mudik Lebaran 2025"

Acara | Event

Top Corporate Social Responsibility (CSR) of the Year 2025

Lembaga/Institusi Pemberi Penghargaan | Awarding Institution/Organization

Tras N Co



Nama Penghargaan | Award

Notable Enterprise in Regulatory Compliance (Gold)

Acara | Event

Indonesia Regulatory Compliance Awards (IRCA) 2025

Lembaga/Institusi Pemberi Penghargaan | Awarding Institution/Organization

Hukumonline



Nama Penghargaan | Award

10 penghargaan bergengsi—terdiri dari 3 Penghargaan Prima Utama dan 7 Penghargaan Prima Madya

10 prestigious awards consisting of 3 Prima Utama Awards and 7 Prima Madya Awards

Acara | Event

Anugerah Pelayanan Prima | Excellent Service Awards

Lembaga/Institusi Pemberi Penghargaan | Awarding Institution/Organization

Kementerian Perhubungan RI

Ministry of Transportation of the Republic of Indonesia



Nama Penghargaan | Award

Penghargaan Kepatuhan dan Pemenuhan Standar Pelayanan Minimal (SPM) Angkutan Penyeberangan Terbaik 2025 | Best Compliance and Fulfillment of Minimum Service Standards (SPM) for Ferry Transportation 2025

Acara | Event

Hari Perhubungan Nasional dan Hari Keselamatan LLAJ Nasional 2025
National Transportation Day and National Road Traffic and Transportation Safety Day 2025

Lembaga/Institusi Pemberi Penghargaan | Awarding Institution/Organization

Kementerian Perhubungan RI
Ministry of Transportation of the Republic of Indonesia



Nama Penghargaan | Award

Inter-Island Transport & Logistics Connectivity of The Year

Acara | Event

Indonesia Logistics Awards 2025

Lembaga/Institusi Pemberi Penghargaan | Awarding Institution/Organization

Supply Chain Indonesia



Nama Penghargaan | Award

Digital Service in Inter-Island Transportation of the Year

Acara | Event

Marketeers Editor's Choice Award 2025

Lembaga/Institusi Pemberi Penghargaan | Awarding Institution/Organization

Marketeers



Nama Penghargaan | Award

Media Relations Awards (MRA):

- Press Release on Sustainability
- Press Gathering Terbaik

Acara | Event

HUT ke-79 SPS "Pers Maju, Sumber Daya Indonesia Melaju"

Lembaga/Institusi Pemberi Penghargaan | Awarding Institution/Organization

Serikat Perusahaan



Nama Penghargaan | Award
Integrated Connectivity & 3T Service Excellence

Acara | Event
Bisnis Indonesia Logistics Award 2025

Lembaga/Institusi Pemberi Penghargaan | Awarding Institution/Organization
Bisnis Indonesia



Nama Penghargaan | Award
In Recognition of Achievement In Performing Social Responsibility Activities

Acara | Event
Top Corporate Social Responsibility (CSR) of the Year 2025

Lembaga/Institusi Pemberi Penghargaan | Awarding Institution/Organization
Tras N Co



Nama Penghargaan | Award
Public Service (Public Service Excellence for Business Growth)

Acara | Event
CX Maestro Award 2025

Lembaga/Institusi Pemberi Penghargaan | Awarding Institution/Organization
Marketeers



Nama Penghargaan | Award
Predikat "Informatif" | 'Informative' Predicates

Acara | Event
Anugerah Keterbukaan Informasi Publik Tahun 2025

Lembaga/Institusi Pemberi Penghargaan | Awarding Institution/Organization
Komisi Informasi Pusat (KIP)

SERTIFIKASI CERTIFICATIONS

ASDP melaksanakan proses sertifikasi melalui badan sertifikasi independen sebagai bagian dari upaya untuk memastikan bahwa proses kerja Perseroan telah berjalan secara andal dan sesuai dengan standar nasional maupun internasional yang berlaku. Melalui penerapan sertifikasi tersebut, ASDP terus berkomitmen untuk menjalankan praktik terbaik, meningkatkan kualitas operasional, serta memperkuat kepatuhan terhadap standar yang relevan, sebagaimana tercantum dalam tabel berikut:

ASDP carries out certification processes through independent certification bodies as part of its efforts to ensure that the Company's operational processes are conducted reliably and in compliance with applicable national and international standards. Through the implementation of these certifications, ASDP remains committed to carrying out best practices, enhancing operational quality, and strengthening compliance with relevant standards, as presented in the following table:

DAFTAR SERTIFIKASI ASDP ASDP CERTIFICATION DATA



ISO 37001:2016 Sistem Manajemen Anti Penyuapan ISO 37001:2016 Anti-Bribery Management System

Berlaku untuk | Applicable To

Kantor Pusat, Cabang Bakauheni, Cabang Ketapang, dan Cabang Merak
Head Office, Bakauheni Branch, Ketapang Branch, and Merak Branch



ISO 9001:2015 Sistem Manajemen Mutu ISO 9001:2015 Quality Management System

Berlaku untuk | Applicable To

Kantor Pusat, Cabang Bakauheni, Cabang Ketapang, dan Cabang Merak
Head Office, Bakauheni Branch, Ketapang Branch, and Merak Branch



ISO 45001:2018 Sistem Manajemen Keselamatan dan Kesehatan Kerja ISO 45001:2018 Occupational Health and Safety Management System

Berlaku untuk | Applicable To

Kantor Pusat, Cabang Bakauheni, Cabang Ketapang, dan Cabang Merak
Head Office, Bakauheni Branch, Ketapang Branch, and Merak Branch



Sertifikasi Sistem Manajemen Keselamatan dan Kesehatan Kerja Pelabuhan Port Occupational Safety and Health Management System Certification



Cabang Lembar
Lembar Branch



Cabang Kayangan
Kayangan Branch



Cabang Utama Merak
Merak Main Branch



Cabang Utama Ketapang
Ketapang Main Branch



Cabang Bakauheni
Bakauheni Branch



Cabang Batulicin
Batulicin Branch



Cabang Batam
Batam Branch



Cabang Bangka
Bangka Branch



Cabang Bajoe
Bajoe Branch



Cabang Balikpapan
Balikpapan Branch



Cabang Bitung
Bitung Branch

PERISTIWA PENTING 2025

SIGNIFICANT EVENTS IN 2025

Januari | January



Safety Starts from Us!

ASDP menyelenggarakan peringatan Bulan K3 Nasional melalui program "Safety Starts from Us!" yang berlangsung pada 12 Januari hingga 12 Februari 2025 dengan melibatkan seluruh karyawan di 27 cabang. Inisiatif ini menjadi bagian dari penguatan budaya keselamatan kerja sekaligus peningkatan kesadaran kolektif terhadap pentingnya implementasi K3 dalam operasional Perseroan.

ASDP commemorated the National OHS Month by organizing the "Safety Starts from Us!" program, which took place from 12 January to 12 February 2025, involving all employees across 27 branches. This initiative served to strengthen the workplace safety culture and increase collective awareness of the importance of OHS implementation in the Company's operations.



Bantuan TJSL di Yayasan Bhakti Bunda Sejahtera CSER Assistance at Yayasan Bhakti Bunda Sejahtera

Melalui program tanggung jawab sosial, ASDP menyalurkan bantuan bagi lansia dalam bentuk makanan, susu, dan alat bantu. Kegiatan ini mencerminkan kepedulian Perseroan terhadap kelompok rentan sekaligus memperkuat citra inklusif melalui pemberian manfaat nyata kepada masyarakat.

Through its social responsibility program, ASDP provided assistance to the elderly in the form of food, milk, and mobility aids. The activity reflects the Company's concern for vulnerable groups while also enhancing its inclusive image by delivering tangible benefits to the community.

Maret | March



ASDP Dukung SDGs untuk Kesejahteraan Masyarakat ASDP Supported SDGs for Community Welfare

Dalam program Sobat Aksi Ramadhan BUMN Berbagi, ASDP menyalurkan bantuan sembako kepada pondok pesantren yang dipadukan dengan kegiatan edukatif dan interaksi sosial. Program ini tidak hanya mendukung kesejahteraan masyarakat, tetapi juga mempertegas komitmen Perseroan terhadap pencapaian Sustainable Development Goals (SDGs) secara berkelanjutan.

Under the Sobat Aksi Ramadhan BUMN Berbagi program, ASDP distributed essential food supplies to Islamic boarding schools (pesantren), integrating the donations with educational activities and social engagement. The program not only supports community welfare but also reaffirms the Company's commitment to the continuous achievement of the Sustainable Development Goals (SDGs).



Mudik Ramah Anak (TJSL) | Child-Friendly Homecoming (CSER)

ASDP menghadirkan fasilitas ruang bermain anak melalui program Semarak di area pelabuhan dengan beragam aktivitas interaktif. Inisiatif ini dirancang untuk meningkatkan kenyamanan keluarga selama periode mudik sekaligus memperkuat positioning Perseroan sebagai penyedia layanan yang ramah anak dan berorientasi pada pengalaman pelanggan.

ASDP provided play area for children under the Semarak program at port facilities, offering various interactive activities. This initiative was designed to improve family comfort during the peak holiday travel season while strengthening the Company's position as the provider of child-friendly and customer-oriented service.



Mudik Gratis ASDP (TJSL) | ASDP Free Homecoming (CSER)

ASDP memberangkatkan peserta Mudik Gratis rute Jakarta-Bandar Lampung melalui program BUMN dengan menyediakan tiket tanpa biaya. Program ini bertujuan untuk mendukung kelancaran arus mudik yang aman dan nyaman, sekaligus menegaskan peran Perseroan dalam menyediakan layanan transportasi yang inklusif dan berorientasi pada keselamatan publik.

ASDP facilitated the homecoming of participants of *Free Mudik* program initiated by the SOEs for the Jakarta-Bandar Lampung route by providing complimentary tickets. This program aimed to support the smooth flow of safe and comfortable seasonal travel while underscoring the Company's role in providing inclusive and public safety-oriented transportation services.



MoU ASDP dan DABN di Surabaya | ASDP and DABN MoU in Surabaya

ASDP menginisiasi kerja sama strategis dengan DABN (PT Delta Artha Bahari Nusantara) melalui penandatanganan *Memorandum of Understanding* (MoU) dalam pengembangan layanan Ro-Ro (Roll-on/Roll-off) dan distribusi logistik dari Probolinggo ke Kawasan Timur Indonesia. Kolaborasi ini diarahkan untuk meningkatkan efisiensi konektivitas maritim serta memperkuat peran Perseroan sebagai penggerak logistik nasional dan pendorong pertumbuhan ekonomi daerah.

ASDP initiated a strategic collaboration with DABN (PT Delta Artha Bahari Nusantara) through the signing of the *Memorandum of Understanding* (MoU) for the development of Ro-Ro (Roll-on/Roll-off) services and logistics distribution from Probolinggo to Eastern Indonesia. The collaboration is aimed at increasing the efficiency of maritime connectivity and strengthening the Company's role as a national logistics driver and driver of regional economic growth.

April | April



Posko Angkutan Lebaran 2025 | 2025 Eid Transport Command Center

ASDP menyelenggarakan Angkutan Lebaran 2025 yang berlangsung secara lancar dan terkendali dengan melayani 5,82 juta penumpang serta 1,3 juta kendaraan di 15 lintasan nasional. Capaian ini mencerminkan efektivitas pengelolaan operasional sekaligus memperkuat kepercayaan publik terhadap keandalan dan aspek keselamatan layanan penyeberangan Perseroan.

ASDP organized the 2025 Eid (Lebaran) Transport, which proceeded smoothly and remained under control, serving 5.82 million passengers and 1.3 million vehicles across 15 national routes. This achievement reflected the effectiveness of the Company's operational management while strengthening public trust in the reliability and safety standards of its ferry services.



TJSL melakukan kegiatan Ocean Clean Up Day untuk seluruh cabang. CSER Organized the Ocean Clean Up Day across all branches.

ASDP melaksanakan Ocean Clean Up Day bersama komunitas lokal melalui kegiatan bersih pantai dan laut di kawasan Pelabuhan Merak yang diintegrasikan dengan penguatan praktik pengelolaan sampah berkelanjutan. Inisiatif ini menegaskan komitmen Perseroan dalam pelestarian lingkungan sekaligus mendukung pencapaian Sustainable Development Goals (SDGs).

ASDP organized Ocean Clean Up Day in collaboration with local communities, conducting coastal and marine cleaning activities within the Merak Port area, integrated with the reinforcement of sustainable waste management practices. The initiative underscored the Company's commitment to environmental conservation while supporting the Sustainable Development Goals (SDGs).



Penyelenggaraan Angkutan Lebaran Tahun 2025. Execution of 2025 Eid Transport Operations.

ASDP berkolaborasi dengan Kementerian Perhubungan dan para pemangku kepentingan dalam penyelenggaraan Angkutan Lebaran 2025 yang berlangsung aman dan lancar. Kolaborasi ini mencerminkan penguatan sinergi lintas sektor sekaligus meningkatkan kepercayaan publik terhadap keandalan layanan transportasi nasional. ASDP collaborated with the Ministry of Transportation and various stakeholders to ensure the 2025 Eid Transport operations were conducted safely and efficiently. The collaboration reflected the strengthening of cross-sector synergy while enhancing public confidence in the reliability of the national transportation infrastructure.



Mei | May

**TJSL melakukan kegiatan ASDP tanam terumbu karang di Labuan Bajo.
ASDP CSER planted coral reef in Labuan Bajo.**

ASDP berkolaborasi dengan komunitas lokal melakukan penanaman 30 media terumbu karang di perairan Labuan Bajo sebagai upaya rehabilitasi ekosistem laut yang disertai dengan kegiatan edukasi konservasi. Inisiatif ini mempertegas komitmen Perseroan terhadap keberlanjutan lingkungan sekaligus mendukung pencapaian *Sustainable Development Goals* (SDGs).

ASDP collaborated with local communities to plant 30 coral reef media in the waters of Labuan Bajo as part of a marine ecosystem rehabilitation effort, complemented by conservation education activities. The initiative reaffirmed the Company's commitment to environmental sustainability while supporting the achievement of the Sustainable Development Goals (SDGs).

Juni | June

**Seluruh cabang melaksanakan kegiatan Gema Qurban ASDP.
All branches nationwide organized ASDP Gema Qurban.**

ASDP melalui program ASDP Berbagi menyalurkan 20 sapi dan 100 kambing kurban kepada masyarakat di sekitar wilayah operasional sebagai wujud kepedulian sosial Perseroan. Program ini sekaligus mencerminkan komitmen dalam meningkatkan kesejahteraan masyarakat serta mendukung pencapaian *Sustainable Development Goals* (SDGs).

Through the ASDP Berbagi program, the Company distributed 20 cows and 100 goats as sacrificial animals to communities surrounding its operational areas as a form of corporate social responsibility. This program reflected the Company's commitment to enhancing community welfare and supporting the achievement of the Sustainable Development Goals (SDGs).

**Pelayaran Perdana KMP Jatra II di Nias: ASDP Dorong Geopark Dunia dari Barat Nusantara.****Inaugural Voyage of KMP Jatra II in Nias: ASDP Promoted World-Class Geopark from Western Indonesia.**

ASDP mengoperasikan KMP Jatra II pada lintasan Sibolga-Gunungsitoli guna meningkatkan konektivitas antarwilayah dan memperlancar arus logistik. Pengoperasian ini turut mendukung pengembangan Geopark Nias sebagai destinasi wisata berkelas dunia, sekaligus mendorong pemerataan pembangunan dan pertumbuhan ekonomi di wilayah 3T.

ASDP deployed the KMP Jatra II on the Sibolga-Gunungsitoli route to enhance inter-regional connectivity and streamline logistics flows. This operation supported the development of the Nias Geopark as a world-class tourism destination while driving equitable development and economic growth in frontier, outermost, and least developed (3T) regions.



ASDP Perkuat Konektivitas dan Logistik Wilayah Barat, KMP Jatra II Mulai Layani Nias-Sibolga.

ASDP Strengthened Connectivity and Logistics in Western Indonesia as KMP Jatra II Commenced Nias-Sibolga Service.

ASDP mengoperasikan KMP Jatra II pada lintasan Gunungsitoli-Sibolga guna memperkuat konektivitas wilayah barat serta meningkatkan kelancaran distribusi logistik dan mobilitas masyarakat. Inisiatif ini turut mendorong pemerataan pembangunan dan pertumbuhan ekonomi di wilayah Kepulauan Nias.

ASDP operated the KMP Jatra II to serve the Gunungsitoli-Sibolga route, aimed at reinforcing connectivity in the western region and improving the efficiency of logistics distribution and public mobility. The initiative further promoted equitable development and stimulated economic growth across the Nias Islands.

Juli | July



TJSL ASDP berkolaborasi dengan Pelindo peluncuran Vending Machine UMK di Ajibata Labuan Bajo.

ASDP CSER Collaborated with Pelindo to launch SME Vending Machines in Ajibata, Labuan Bajo.

ASDP bersama Pelindo menghadirkan vending machine UMK di Pelabuhan Ajibata sebagai sarana pemasaran produk UMKM berbasis digital yang beroperasi 24 jam dengan sistem pembayaran QRIS. Inisiatif ini bertujuan memperluas akses pasar di kawasan wisata strategis sekaligus memperkuat pemberdayaan ekonomi lokal serta pengembangan ekosistem UMKM yang inklusif dan berkelanjutan.

ASDP, in partnership with Pelindo, introduced SME vending machines at Ajibata Port as a digital marketing platform for MSME products. Operating 24 hours a day and utilizing QRIS payment systems, this initiative aimed to expand market access within strategic tourism zones while reinforcing local economic empowerment and the development of an inclusive, sustainable SME ecosystem.



Direksi ASDP gandeng KPK perkuat sistem antikorupsi, Dirut: Komitmen wujudkan BUMN Berintegritas.

ASDP BoD Partnered with KPK (Corruption Eradication Commission) to strengthen anti-corruption systems; President Director is committed to realizing SOEs of integrity.

ASDP melalui kick-off meeting bersama KPK memperkuat sistem pencegahan korupsi melalui evaluasi menyeluruh, percepatan digitalisasi tata kelola, serta penguatan budaya integritas. Inisiatif ini menegaskan komitmen Perseroan dalam menerapkan tata kelola yang transparan dan akuntabel sekaligus meningkatkan kepercayaan publik.

ASDP, in a kick-off meeting with the KPK, strengthened its corruption prevention framework through comprehensive evaluations, the acceleration of governance digitalization, and the reinforcement of a culture of integrity. This initiative underscored the Company's commitment to implement transparent and accountable governance while enhancing public trust.



ASDP dengan Garuda Indonesia dan Taspen melakukan relawan bakti BUMN Batch VIII di Gorontalo.

ASDP, Garuda Indonesia, and Taspen organized Batch VIII of SOEs volunteer program (*Relawan Bakti BUMN*) in Gorontalo.

ASDP melalui program Relawan Bakti BUMN melaksanakan rangkaian kegiatan sosial di Gorontalo yang meliputi edukasi gizi, pengajaran, layanan posyandu, pelatihan UMKM, serta pembangunan fasilitas desa. Program ini bertujuan meningkatkan kualitas hidup masyarakat sekaligus mempertegas komitmen Perseroan terhadap pembangunan sosial berkelanjutan dan pemberdayaan masyarakat.

ASDP implemented the program through a series of social initiatives in Gorontalo, encompassing nutritional education, teaching, *Posyandu* (integrated health post) services, SME training, and the construction of village facilities. This program aimed to enhance the community's quality of life while reaffirming the Company's commitment to sustainable social development and community empowerment.



ASDP perkuat pemeriksaan tiket penyeberangan demi keselamatan dan ketertiban layanan.

ASDP enhanced ferry ticket inspections to ensure service safety and order.

ASDP memperkuat proses verifikasi tiket penyeberangan melalui pencocokan data penumpang dan kendaraan di pelabuhan guna meningkatkan aspek keselamatan, ketertiban, dan kepastian layanan. Langkah ini sekaligus mendukung terciptanya operasional yang lebih tertib, aman, dan andal.

ASDP strengthened its ferry ticket verification process by reconciling passenger and vehicle data at ports to improve safety, order, and service certainty. This measure further supported the establishment of more disciplined, secure, and reliable operations.



Manifest Digital: Kolaborasi ASDP, Operator Ferry, dan Regulator Demi Keselamatan Penyeberangan.

Digital Manifest: Collaboration Between ASDP, Ferry Operators, and Regulators for Maritime Safety.

ASDP berkolaborasi dengan operator ferry dan regulator dalam memperkuat integritas data *manifest* digital melalui verifikasi terintegrasi atas data penumpang dan kendaraan. Inisiatif ini ditujukan untuk meningkatkan aspek keselamatan penyeberangan sekaligus mewujudkan layanan yang aman, tertib, dan andal.

ASDP collaborated with ferry operators and regulators to strengthen the integrity of digital manifest data through the integrated verification of passenger and vehicle information. The initiative was aimed at enhancing maritime safety standards while realizing secure, orderly, and reliable transportation services.

September | September



ASDP memperingati Hari Pelanggan Nasional. ASDP commemorated National Customer Day.

ASDP pada Hari Pelanggan Nasional 2025 memberikan apresiasi kepada pelanggan setia atas dukungan terhadap transformasi digital melalui penggunaan layanan pembelian tiket secara daring dan pengisian data manifest yang tertib. Inisiatif ini sekaligus mendorong penguatan budaya layanan digital yang aman, modern, dan berorientasi pada kepuasan pelanggan.

On National Customer Day 2025, ASDP extended its appreciation to loyal customers for their support of the Company's digital transformation, specifically regarding the adoption of online ticketing services and the disciplined submission of manifest data. The initiative further promoted the reinforcement of a digital service culture that is secure, modern, and oriented toward customer satisfaction.



Wisuda Mahasiswa Penerima Beasiswa dari ASDP di Sumbawa. Graduation of ASDP Scholarship Recipients in Sumbawa.

Melalui program Tanggung Jawab Sosial dan Lingkungan (TJSL), ASDP berkontribusi dalam peningkatan kualitas pendidikan melalui pembangunan dan renovasi fasilitas sekolah, penyediaan meubel dan perlengkapan belajar, serta pengembangan ruang vokasi di pesantren yang tersebar di wilayah Cilegon, Bakauheni, Gresik, dan Lampung, termasuk dukungan bagi panti asuhan dan sekolah alam dalam membentuk karakter anak sejak dini. Komitmen tersebut diperkuat melalui pemberian beasiswa kepada siswa berprestasi untuk melanjutkan pendidikan di Universitas Teknologi Sumbawa (UTS), sebagai bagian dari investasi jangka panjang dalam pengembangan sumber daya manusia unggul.

Through its Corporate Social and Environmental Responsibility (CSER) program, ASDP contributes to improving the quality of education by improving school facilities, providing furniture and learning equipment, as well as developing vocational facilities in Islamic boarding schools across Cilegon, Bakauheni, Gresik, and Lampung. ASDP also supported orphanages and nature-based schools in fostering children's character development from an early age. The commitment is further strengthened by awarding scholarships for high-achieving students to pursue higher education at Universitas Teknologi Sumbawa (UTS), as part of a long-term investment in developing high-quality human capital.



Hari Perhubungan Nasional dan Hari Keselamatan LLAJ Nasional 2025. National Transportation Day and National Road Transport Safety Day 2025.

Melalui program Tanggung Jawab Sosial dan Lingkungan (TJSL), ASDP berkontribusi dalam peningkatan kualitas pendidikan melalui pembangunan dan renovasi fasilitas sekolah, penyediaan meubel dan perlengkapan belajar, serta pengembangan ruang vokasi di pesantren yang tersebar di wilayah Cilegon, Bakauheni, Gresik, dan Lampung, termasuk dukungan bagi panti asuhan dan sekolah alam dalam membentuk karakter anak sejak dini. Komitmen tersebut diperkuat melalui pemberian beasiswa kepada siswa berprestasi untuk melanjutkan pendidikan di Universitas Teknologi Sumbawa (UTS), sebagai bagian dari investasi jangka panjang dalam pengembangan sumber daya manusia unggul.

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Desember | December



Nataru 2025 ASDP | ASDP Nataru 2025

ASDP menyiapkan strategi layanan prima untuk periode Nataru 2025/2026 dengan mengantisipasi puncak pergerakan pada 21-23 dan 28-29 Desember 2025 guna memastikan kelancaran, keamanan, dan kenyamanan layanan penyeberangan. Upaya ini juga diiringi dengan optimalisasi pemanfaatan layanan digital Ferizy sebagai bagian dari peningkatan kualitas layanan berbasis teknologi.

ASDP prepared outstanding service strategies for the 2025/2026 Year-End and New Year (Nataru) period by anticipating peak traffic flows on 21-23 and 28-29 December 2025 to ensure seamless, secure, and comfortable ferry services. These efforts were accompanied by the optimized utilization of the Ferizy digital platform as part of the Company's commitment to enhancing technology-driven service quality.



ASDP DAN BUDAYA KEBERLANJUTAN

ASDP AND SUSTAINABILITY CULTURE





ASDP DAN KEBERLANJUTAN [OJK A.1]

ASDP AND SUSTAINABILITY [OJK A.1]

ASDP menempatkan keberlanjutan sebagai bagian dari arah strategis dan kegiatan operasional Perseroan. Sebagai BUMN yang memiliki peran penting dalam menghubungkan masyarakat dan pasar melalui layanan penyeberangan, pelabuhan, serta pengembangan kawasan *waterfront* yang terintegrasi dan berkelanjutan, ASDP berupaya memastikan bahwa pertumbuhan usaha berjalan seiring dengan penciptaan nilai jangka panjang bagi pemegang saham, pelanggan, karyawan, masyarakat, negara, dan lingkungan. Komitmen tersebut diperkuat melalui integrasi aspek lingkungan, sosial, dan tata kelola atau *Environmental, Social, and Governance* (ESG) ke dalam strategi, proses bisnis, pengelolaan risiko, serta pengambilan keputusan Perseroan.

Pada tahun 2025, arah strategis ASDP difokuskan pada tema *Charting the Course*, yaitu fase untuk mengimplementasikan program-program yang memanfaatkan kapabilitas dan kapasitas Perseroan, sekaligus membangun landasan bagi pelaksanaan inisiatif strategis jangka panjang. Dalam kerangka tersebut, ASDP telah menetapkan strategic objectives yang mencakup pilar *Business Performance*, *Operational Excellence*, *Sustainability*, serta *enabler* yang terdiri dari *People & Culture*, *Technology*, dan *Process Excellence*. Pilar *Sustainability* diarahkan untuk mewujudkan keberlanjutan ASDP secara menyeluruh, baik dari aspek komersial, operasional, maupun lingkungan, melalui penguatan integrasi ESG.

Sebagai panduan transformasi keberlanjutan, Perseroan menyusun Peta Jalan ESG ASDP 2026-2030. *Roadmap* ini menjadi acuan dalam merencanakan, melaksanakan, memantau, dan mengevaluasi implementasi ESG secara bertahap, terukur, dan selaras dengan kebutuhan bisnis serta perkembangan regulasi. Penyusunan *roadmap* dilakukan melalui penguatan kapasitas internal, penilaian kapabilitas organisasi, analisis kesenjangan terhadap standar dan praktik industri, serta *shadow rating* untuk memetakan posisi awal Perseroan dan area perbaikan prioritas.

ASDP places sustainability as an integral part of the Company's strategic direction and business operations. As a State-Owned Enterprise with an important role in connecting communities and markets through ferry services, ports, as well as integrated and sustainable waterfront area development, ASDP strives to ensure that business growth remains aligned with long-term value creation for shareholders, customers, employees, communities, the nation, and the environment. This commitment is reinforced through the integration of Environmental, Social, and Governance (ESG) aspects into the Company's strategy, business processes, risk management, and decision-making.

In 2025, ASDP's strategic direction focused on the theme *Charting the Course*, a phase aimed at implementing programs that leverage the Company's capabilities and capacity, while also establishing a foundation for the execution of long-term strategic initiatives. Within this framework, ASDP has established strategic objectives comprising the pillars of Business Performance, Operational Excellence, and Sustainability, as well as enablers consisting of People & Culture, Technology, and Process Excellence. The Sustainability pillar is directed toward achieving ASDP's sustainability in a comprehensive manner, covering commercial, operational, and environmental aspects through stronger ESG integration.

As a guide for sustainability transformation, the Company developed the ASDP ESG Roadmap 2026-2030. This roadmap serves as a reference for planning, implementing, monitoring, and evaluating ESG implementation in a gradual, measurable manner, aligned with business needs and regulatory developments. The roadmap was developed through internal capacity strengthening, organizational capability assessment, gap analysis against industry standards and practices, as well as a shadow rating to map the Company's initial position and priority areas for improvement.

Kerangka keberlanjutan ASDP dirumuskan melalui *Sustainability House* yang menempatkan ESG sebagai fondasi strategis. Pada aspek lingkungan, ASDP berfokus pada penguatan ketahanan iklim, operasional rendah karbon, efisiensi energi, pengelolaan air dan limbah, perlindungan keanekaragaman hayati pesisir dan perairan, serta pengembangan layanan penyeberangan berbasis *green ship*. Pada aspek sosial, Perseroan menempatkan keselamatan transportasi, kesehatan dan keselamatan kerja, pengembangan kapabilitas SDM, praktik ketenagakerjaan yang adil dan inklusif, serta peningkatan kualitas layanan pelanggan sebagai prioritas utama. Sementara itu, pada aspek tata kelola, ASDP memperkuat transparansi, etika bisnis, kepatuhan, manajemen risiko, rantai pasok berkelanjutan, keamanan informasi, dan perlindungan data.

Selaras dengan arah kebijakan perusahaan tahun 2025, inisiatif keberlanjutan ASDP juga tercermin dalam penguatan infrastruktur dan layanan, peremajaan armada dengan mempertimbangkan teknologi ramah lingkungan, modernisasi fasilitas pelabuhan, digitalisasi layanan, peningkatan efisiensi operasional, pengembangan kompetensi SDM, serta dukungan terhadap energi terbarukan. Perseroan juga terus mendorong pengelolaan lingkungan, pemberdayaan masyarakat, penerapan GCG, dan penguatan manajemen risiko sebagai bagian dari upaya membangun bisnis yang adaptif, tangguh, dan bertanggung jawab.

Melalui integrasi ESG dan pelaksanaan *roadmap* secara konsisten, ASDP berupaya meningkatkan efisiensi operasional, memperkuat resiliensi bisnis, meningkatkan kualitas layanan, serta membangun kepercayaan pemangku kepentingan. Komitmen ini juga menjadi bagian dari kontribusi Perseroan dalam mendukung konektivitas nasional, agenda pembangunan berkelanjutan, pencapaian *Sustainable Development Goals* (SDGs), serta transisi menuju sektor maritim yang lebih rendah karbon, inklusif, dan berintegritas.

ASDP's sustainability framework is formulated through the *Sustainability House*, which positions ESG as a strategic foundation. From the environmental aspect, ASDP focuses on strengthening climate resilience, low-carbon operations, energy efficiency, water and waste management, protection of coastal and marine biodiversity, as well as the development of green ship-based ferry services. From the social aspect, the Company places transportation safety, occupational health and safety, human capital capability development, fair and inclusive employment practices, and service quality improvement as key priorities. Meanwhile, from the governance aspect, ASDP strengthens transparency, business ethics, compliance, risk management, sustainable supply chain, information security, and data protection.

In line with the Company's policy direction in 2025, ASDP's sustainability initiatives are also reflected in the strengthening of infrastructure and services, fleet rejuvenation that incorporates environmentally friendly technology, port facility modernization, service digitalization, operational efficiency improvement, human capital competency development, and support for renewable energy. The Company also continues to promote environmental management, community empowerment, GCG implementation, and risk management strengthening as part of its efforts to build an adaptive, resilient, and responsible business.

Through ESG integration and consistent roadmap implementation, ASDP strives to improve operational efficiency, strengthen business resilience, enhance service quality, and build stakeholder trust. This commitment also forms part of the Company's contribution to supporting national connectivity, the sustainable development agenda, the achievement of the *Sustainable Development Goals* (SDGs), and the transition toward a lower-carbon, inclusive, and integrity-driven maritime sector.



RISIKO MATERIAL DAN PELUANG STRATEGIS

MATERIAL RISKS AND STRATEGIC OPPORTUNITIES

Sejalan dengan komitmen keberlanjutan, ASDP mengintegrasikan pengelolaan risiko ESG ke dalam sistem manajemen risiko perusahaan sebagai bagian dari upaya menjaga ketahanan operasional, reputasi, dan keberlanjutan usaha. Identifikasi risiko dilakukan dengan mempertimbangkan topik-topik material ESG yang relevan dengan karakteristik bisnis Perseroan, mencakup aspek lingkungan, sosial, dan tata kelola. Topik tersebut meliputi strategi iklim, energi, emisi, pengelolaan limbah dan polutan, air, keanekaragaman hayati, keselamatan transportasi, kesehatan dan keselamatan kerja, hubungan pelanggan, kesejahteraan dan pengembangan SDM, etika bisnis, tata kelola perusahaan, manajemen risiko dan krisis, rantai pasok, serta keamanan informasi dan perlindungan data.

Dalam Roadmap ESG ASDP 2026-2030, pengelolaan risiko dilakukan melalui pemetaan risiko berbasis tingkat kemungkinan dan dampak, yang kemudian dituangkan dalam *heatmap* risiko ESG. Pendekatan ini membantu Perseroan mengklasifikasikan tingkat signifikansi risiko serta menentukan prioritas penanganan yang sesuai, mulai dari pemantauan, mitigasi, pengurangan risiko, pengalihan risiko, hingga penghindaran risiko untuk risiko dengan tingkat yang sangat tinggi.

Risiko material yang diidentifikasi Perseroan antara lain berkaitan dengan peningkatan intensitas emisi gas rumah kaca dari operasional armada, perubahan kondisi iklim yang dapat memengaruhi kelancaran operasional, potensi pencemaran lingkungan dari kegiatan pelabuhan dan pelayaran, risiko keselamatan dalam kegiatan transportasi, risiko kesehatan dan keselamatan kerja, risiko kepatuhan, serta risiko keamanan informasi dan perlindungan data. Risiko-risiko tersebut dikelola secara terintegrasi untuk memastikan kegiatan usaha Perseroan tetap berjalan secara aman, andal, patuh, dan berkelanjutan.

Untuk memitigasi risiko tersebut, ASDP menyusun langkah pengendalian secara bertahap dan terukur. Pada aspek lingkungan, rencana penanganan risiko mencakup penyusunan penguatan efisiensi energi dan bahan bakar, pengelolaan limbah dan polutan, serta pengembangan inisiatif operasional yang lebih ramah lingkungan.

In line with its sustainability commitment, ASDP integrates ESG risk management into the Company's risk management system as part of its efforts to maintain operational resilience, reputation, and business sustainability. Risk identification is carried out by considering material ESG topics that are relevant to the Company's business characteristics, covering environmental, social, and governance aspects. These topics include climate strategy, energy, emissions, waste and pollutant management, water, biodiversity, transportation safety, occupational health and safety, customer relations, human capital welfare and development, business ethics, corporate governance, risk and crisis management, supply chain, as well as information security and data protection.

In the ASDP ESG Roadmap 2026-2030, risk management is carried out through risk mapping based on likelihood and impact levels, which are then presented in an ESG risk heatmap. This approach helps the Company classify the significance level of each risk and determine appropriate handling priorities, ranging from monitoring, mitigation, risk reduction, and risk transfer, to risk avoidance for risks with a very high level.

The material risks identified by the Company include the increasing intensity of greenhouse gas emissions from fleet operations, changes in climate conditions that may affect operational continuity, potential environmental pollution from port and shipping activities, safety risks in transportation activities, occupational health and safety risks, compliance risks, as well as information security and data protection risks. These risks are managed in an integrated manner to ensure that the Company's business activities continue to operate safely, reliably, compliantly, and sustainably.

To mitigate these risks, ASDP develops risk control measures in a gradual and measurable manner. From the environmental aspect, the risk handling plan includes strengthening energy and fuel efficiency, managing waste and pollutants, and developing more environmentally friendly operational initiatives.

Pada aspek sosial dan operasional, Perseroan terus memperkuat penerapan sistem manajemen keselamatan, peningkatan budaya K3, audit dan inspeksi keselamatan, pelatihan bagi pekerja dan awak kapal, serta mekanisme pengelolaan keluhan dan umpan balik pelanggan. Upaya tersebut dilakukan untuk menjaga keselamatan pelanggan, pekerja, dan mitra kerja, sekaligus meningkatkan kualitas layanan penyeberangan dan pelabuhan.

Pada aspek tata kelola, ASDP memperkuat penerapan prinsip GCG, etika bisnis, anti-korupsi, manajemen risiko, pengendalian internal, serta keamanan informasi dan perlindungan data. Penguatan tata kelola tersebut menjadi fondasi penting untuk menjaga kepatuhan, transparansi, akuntabilitas, dan kepercayaan para pemangku kepentingan.

PETA JALAN ESG 2026-2030 ESG ROADMAP 2026-2030

Sebagai kelanjutan dari komitmen keberlanjutan, pada tahun 2025 ASDP telah menyusun Peta Jalan ESG 2026-2030 sebagai panduan strategis dalam memperkuat tata kelola, meningkatkan kualitas operasional, serta menjaga keberlanjutan dan relevansi bisnis Perseroan di tengah dinamika sektor transportasi dan maritim. Peta jalan ini menjadi kerangka acuan bagi seluruh unit kerja dalam merencanakan, melaksanakan, memantau, dan mengevaluasi implementasi ESG secara bertahap, terukur, dan selaras dengan strategi jangka panjang Perseroan. Uraian lebih lanjut mengenai arah, prioritas, dan implementasi Peta Jalan ESG ASDP disampaikan pada Bab ASDP dan Budaya Keberlanjutan.

Peta Jalan ESG ASDP disusun sebagai dokumen strategis yang dinamis dengan mempertimbangkan hasil penilaian materialitas, kebutuhan penguatan tata kelola, kesiapan organisasi, perkembangan regulasi, ekspektasi pemangku kepentingan, serta standar dan praktik keberlanjutan yang relevan. Melalui *roadmap* ini, ASDP berupaya memastikan bahwa penerapan ESG tidak hanya menjadi bagian dari kepatuhan, tetapi juga menjadi fondasi transformasi untuk memperkuat daya saing, ketahanan bisnis, dan penciptaan nilai jangka panjang.

From the social and operational aspects, the Company continues to strengthen the implementation of safety management systems, enhance the OHS culture, conduct safety audits and inspections, provide training for workers and vessel crew, and reinforce complaint and feedback management mechanisms. These efforts are carried out to maintain the safety of customers, workers, and business partners, while also improving the quality of ferry and port services.

For governance risks, ASDP strengthens the implementation of GCG principles, business ethics, anti-corruption, risk management, internal control, as well as information security and data protection. This governance strengthening serves as an important foundation for maintaining compliance, transparency, accountability, and stakeholder trust.

Continuing its commitment to sustainability, in 2025 ASDP developed the 2026-2030 ESG Roadmap as a strategic guide to strengthen governance, improve operational quality, and ensure the Company's business remains sustainable and relevant amid the dynamics of the transportation and maritime sectors. This roadmap serves as a reference framework for all business units in planning, executing, monitoring, and evaluating the implementation of ESG in a phased, measurable manner, and in alignment with the Company's long-term strategy. Further details regarding the direction, priorities, and implementation of ASDP's ESG Roadmap are presented in the chapter on ASDP and the Culture of Sustainability.

The ASDP ESG Roadmap was developed as a dynamic strategic document by considering the results of the materiality assessment, the need to strengthen governance, organizational readiness, regulatory developments, stakeholder expectations, as well as relevant sustainability standards and practices. Through this roadmap, ASDP seeks to ensure that ESG implementation does not merely serve as a matter of compliance, but also becomes a foundation for transformation to strengthen competitiveness, business resilience, and long-term value creation.



Adapun arah utama Peta Jalan ESG ASDP 2026-2030 mencakup:

1. *ESG Governance & Readiness*

Memperkuat fondasi tata kelola ESG melalui penyusunan kebijakan, standar, struktur peran, akuntabilitas, mekanisme koordinasi lintas fungsi, serta penguatan data dasar ESG sebagai dasar pemantauan dan pelaporan keberlanjutan.

2. *Embedding ESG Operations*

Mengintegrasikan prinsip ESG ke dalam proses operasional dan layanan inti Perseroan melalui penyalarsan prosedur kerja, standar layanan, penguatan kontrol operasional, monitoring rutin, serta tindak lanjut perbaikan berbasis data.

3. *Operational Excellence & Leadership*

Menjadikan ESG sebagai bagian dari keunggulan operasional dan kepemimpinan Perseroan, khususnya dalam memperkuat budaya keselamatan, kualitas layanan, efisiensi operasional, pengembangan kapabilitas SDM, serta praktik kerja yang berkelanjutan.

4. *Sustainable Expansion & Asset Optimization*

Mengintegrasikan pertimbangan ESG dalam proses ekspansi, investasi, dan pengelolaan aset agar agenda pertumbuhan Perseroan berjalan secara selektif, efisien, bertanggung jawab, dan selaras dengan komitmen keberlanjutan.

5. *Sustainable Maritime Connectivity*

Memperkuat posisi ASDP sebagai smart, green, and seamless maritime connector melalui integrasi ESG secara menyeluruh dalam layanan dan operasional, peningkatan keandalan konektivitas, penguatan pengalaman pelanggan, serta kolaborasi rantai nilai yang berkelanjutan.

6. *Monitoring, Reporting, and Continuous Improvement*

Memastikan implementasi ESG berjalan secara konsisten melalui penguatan indikator kinerja, sistem pemantauan, evaluasi berkala, pelaporan keberlanjutan, peningkatan kualitas pengungkapan, serta perbaikan berkelanjutan sesuai dengan perkembangan standar nasional dan internasional.

Dengan menerapkan prinsip kehati-hatian, setiap inisiatif dalam peta jalan ini dilaksanakan secara bertahap, terukur, dan disesuaikan dengan kapasitas serta prioritas bisnis Perseroan. Pendekatan tersebut diharapkan dapat menjaga kesinambungan antara capaian keberlanjutan yang telah diraih, arah strategis jangka menengah, dan visi jangka panjang ASDP dalam mendukung sistem transportasi penyeberangan yang aman, efisien, inklusif, andal, dan lebih ramah lingkungan.

The main directions of the ASDP ESG Roadmap 2026-2030 include:

1. *ESG Governance & Readiness*

Strengthening the foundation of ESG governance through the development of policies, standards, role structures, accountability, cross-functional coordination mechanisms, and ESG baseline data as the basis for sustainability monitoring and reporting.

2. *Embedding ESG Operations*

Integrating ESG principles into the Company's core operational and service processes through the alignment of work procedures, service standards, stronger operational controls, routine monitoring, and data-driven improvement follow-ups.

3. *Operational Excellence & Leadership*

Positioning ESG as part of the Company's operational excellence and leadership, particularly in strengthening safety culture, service quality, operational efficiency, human capital capability development, and sustainable work practices.

4. *Sustainable Expansion & Asset Optimization*

Integrating ESG considerations into expansion, investment, and asset management processes to ensure that the Company's growth agenda is carried out selectively, efficiently, responsibly, and in alignment with its sustainability commitment.

5. *Sustainable Maritime Connectivity*

Strengthening ASDP's position as a smart, green, and seamless maritime connector through comprehensive ESG integration across services and operations, improved connectivity reliability, enhanced customer experience, and sustainable value chain collaboration.

6. *Monitoring, Reporting, and Continuous Improvement*

Ensuring consistent ESG implementation through strengthened performance indicators, monitoring systems, periodic evaluations, sustainability reporting, improved disclosure quality, and continuous improvement in line with evolving national and international standards.

By applying the principle of prudence, each initiative under this roadmap is implemented in stages, in a measurable manner, and in accordance with the Company's capacity and business priorities. This approach is expected to maintain continuity between the sustainability achievements that have been attained, the medium-term strategic direction, and ASDP's long-term vision in supporting a ferry transportation system that is safe, efficient, inclusive, reliable, and more environmentally friendly.

TATA KELOLA DAN PENANAMAN BUDAYA KEBERLANJUTAN

GOVERNANCE AND SUSTAINABILITY CULTURE

INTERNALIZATION

Keberhasilan implementasi strategi keberlanjutan ASDP perlu didukung oleh tata kelola yang kuat, pembagian peran yang jelas, integritas organisasi, serta budaya kerja yang selaras dengan prinsip keberlanjutan. ASDP menempatkan ESG bukan hanya sebagai fungsi pelaporan, tetapi sebagai agenda strategis lintas fungsi yang perlu diintegrasikan ke dalam proses bisnis, manajemen risiko, perencanaan, serta pengambilan keputusan perusahaan. Pendekatan ini memastikan bahwa keberlanjutan menjadi tanggung jawab kolektif seluruh unit kerja, bukan hanya satu fungsi tertentu.

Dalam pengelolaan ESG, fungsi keberlanjutan ASDP berada di bawah *Corporate Secretary*, khususnya pada fungsi TJSL dan Keberlanjutan. Penempatan ini mencerminkan keterkaitan ESG dengan tata kelola, transparansi, komunikasi korporasi, serta pelibatan pemangku kepentingan. Fungsi tersebut berperan sebagai koordinator utama yang mengonsolidasikan implementasi *Roadmap ESG*, mengendalikan sistem monitoring dan evaluasi, mengoordinasikan pelaporan keberlanjutan, serta menjadi penghubung antara agenda ESG dengan manajemen risiko dan perencanaan korporasi.

Penanaman budaya keberlanjutan dilakukan melalui penguatan pemahaman, perubahan pola pikir, dan pembiasaan praktik kerja yang mencerminkan nilai-nilai ESG. Bagi ASDP, implementasi ESG tidak hanya berkaitan dengan kebijakan atau pemenuhan standar, tetapi juga proses perubahan cara berpikir, bersikap, dan bekerja di seluruh level organisasi. Oleh karena itu, SDM ditempatkan sebagai *agent of change* dalam membangun budaya keberlanjutan yang terinternalisasi dalam kegiatan operasional sehari-hari.

The successful implementation of ASDP's sustainability strategy needs to be supported by strong governance, clear role distribution, organizational integrity, and a work culture that is aligned with sustainability principles. ASDP positions ESG not merely as a reporting function, but as a cross-functional strategic agenda that must be integrated into the Company's business processes, risk management, planning, and decision-making. This approach ensures that sustainability becomes a collective responsibility across all work units, rather than being limited to a particular function.

In managing ESG, ASDP places its sustainability function under the *Corporate Secretary*, specifically through the CSER and Sustainability function. This structure reflects the close linkage between ESG and governance, transparency, corporate communication, and stakeholder engagement. The function acts as the main coordinator for consolidating the implementation of the *ESG Roadmap*, managing the monitoring and evaluation system, coordinating sustainability reporting, and bridging the ESG agenda with risk management and corporate planning.

Sustainability culture is internalized by strengthening understanding, shifting mindsets, and embedding work practices that reflect ESG values. For ASDP, ESG implementation is not only about policies or compliance with standards, but also about transforming the way people think, behave, and work across all levels of the organization. Therefore, human capital is positioned as an *agent of change* in building a sustainability culture that is embedded in day-to-day operational activities.



Integrasi aspek lingkungan, sosial, dan tata kelola dalam proses bisnis menjadi fondasi bagi ASDP untuk memperkuat kinerja keberlanjutan sekaligus menanamkan budaya kerja yang berorientasi pada keselamatan, kepatuhan, transparansi, pelayanan, efisiensi, dan perbaikan berkelanjutan. Dengan pendekatan ini, budaya keberlanjutan diharapkan tidak hanya hadir dalam program atau kebijakan, tetapi juga tercermin dalam perilaku kerja, pengelolaan risiko, pelayanan kepada pelanggan, pengelolaan aset, serta hubungan dengan pemangku kepentingan.

The integration of environmental, social, and governance aspects into business processes serves as a foundation for ASDP to strengthen its sustainability performance while embedding a work culture oriented toward safety, compliance, transparency, service, efficiency, and continuous improvement. Through this approach, sustainability culture is expected to be reflected not only in programs or policies, but also in work behavior, risk management, customer service, asset management, and stakeholder relations.



STRUKTUR DAN TANGGUNG JAWAB LINTAS FUNGSI CROSS-FUNCTIONAL STRUCTURE AND RESPONSIBILITIES

Tanggung jawab pelaksanaan keberlanjutan di ASDP dijalankan melalui mekanisme lintas fungsi dengan pembagian peran yang terstruktur dan berjenjang. Model tata kelola ESG secara umum mencakup peran Direksi sebagai pengarah strategis, fungsi TJSL dan Keberlanjutan sebagai koordinator ESG, serta unit kerja teknis sebagai pemilik program sesuai lingkup tanggung jawab masing-masing.

- Direksi** berperan sebagai pengarah strategis dalam penerapan ESG, termasuk memberikan arahan kebijakan dan prioritas ESG, menyetujui target serta inisiatif strategis dalam Roadmap ESG, melakukan peninjauan berkala atas capaian dan risiko ESG, serta memastikan integrasi ESG dalam pengambilan keputusan strategis dan investasi.
- Corporate Secretary/Fungsi TJSL dan Keberlanjutan** bertindak sebagai koordinator utama ESG, dengan peran mengelola dan mengonsolidasikan implementasi Roadmap ESG, mengoordinasikan monitoring dan evaluasi, menyusun pelaporan keberlanjutan dan pengungkapan publik, menjadi focal point dalam asesmen ESG eksternal, serta menghubungkan agenda ESG dengan fungsi Manajemen Risiko dan Perencanaan Korporasi.
- Unit Kerja Operasional dan Lingkungan** berperan sebagai pemilik program pada aspek environmental dan operasional, termasuk pelaksanaan inisiatif efisiensi energi, pengelolaan lingkungan, keselamatan pelayaran, keselamatan kerja, pengelolaan emisi, limbah, air, serta penguatan praktik operasional yang lebih aman, andal, dan berkelanjutan.
- Fungsi SDM/Human Capital** berperan dalam penguatan aspek social dan *Human Capital*, meliputi pengembangan kompetensi, penguatan budaya keberlanjutan, peningkatan kesejahteraan karyawan, pengelolaan talenta, serta penciptaan lingkungan kerja yang aman, inklusif, dan mendukung perubahan organisasi.

Sustainability implementation at ASDP is carried out through a cross-functional mechanism with a structured and tiered distribution of roles. In general, the ESG governance model includes the Board of Directors as the strategic guide, the CSER and Sustainability function as the ESG coordinator, and technical work units as program owners according to their respective areas of responsibility.

- Board of Directors** acts as the strategic guide in ESG implementation, including providing direction on ESG policies and priorities, approving targets and strategic initiatives in the ESG Roadmap, conducting periodic reviews of ESG achievements and risks, and ensuring ESG integration into strategic decision-making and investment.
- Corporate Secretary/CSER and Sustainability Function** serves as the main ESG coordinator, with the role of managing and consolidating the implementation of the ESG Roadmap, coordinating monitoring and evaluation, preparing sustainability reporting and public disclosures, acting as the focal point in external ESG assessments, and connecting the ESG agenda with the Risk Management and Corporate Planning functions.
- Operational and Environmental Work Units** act as program owners for environmental and operational aspects, including the implementation of energy efficiency initiatives, environmental management, shipping safety, occupational safety, emissions, waste and water management, as well as the strengthening of safer, more reliable, and sustainable operational practices.
- Human Capital Function** plays a role in strengthening social and human capital aspects, including competency development, sustainability culture reinforcement, employee welfare improvement, talent management, and the creation of a safe, inclusive, and supportive work environment for organizational change.



5. **Fungsi Manajemen Risiko, SPI, Perencanaan Korporasi, dan unit pendukung terkait** berperan dalam memperkuat aspek governance, pengendalian internal, audit, kepatuhan, pengelolaan risiko ESG, serta penyelarasan program prioritas ESG dengan siklus perencanaan dan penganggaran perusahaan. Program ESG prioritas yang memerlukan dukungan sumber daya diselaraskan dengan RKAP agar implementasi ESG menjadi bagian dari sistem manajemen perusahaan secara menyeluruh.

Koordinasi lintas fungsi tersebut diperkuat melalui mekanisme pemantauan dan evaluasi yang terstruktur. Monitoring implementasi ESG dilakukan secara berkala menggunakan *Activity Tracker Roadmap ESG* sebagai instrumen pengendalian untuk memantau progres program, kendala yang dihadapi, dan rencana tindak lanjut. Hasil pemantauan kemudian dibahas dalam forum evaluasi kuartalan lintas fungsi untuk menilai capaian terhadap target, mengidentifikasi deviasi, serta menetapkan langkah korektif apabila diperlukan. Pada tingkat manajemen, perkembangan implementasi ESG dilaporkan kepada Direksi melalui laporan pemantauan triwulanan, semesteran, dan tahunan, yang memuat capaian program terhadap target, kendala pelaksanaan, serta rencana tindak lanjut. ESG juga ditetapkan sebagai salah satu agenda tetap dalam rapat Direksi (*Board of Directors Meeting*) yang diselenggarakan secara triwulanan, sehingga arah kebijakan dan capaian keberlanjutan memperoleh peninjauan langsung pada tingkat pengambilan keputusan tertinggi. Untuk memastikan akuntabilitas pelaksanaan, indikator kinerja ESG diintegrasikan ke dalam *Key Performance Indicator* (KPI) Direksi dan manajemen, sehingga pencapaian target keberlanjutan menjadi bagian dari penilaian kinerja Perseroan. Apabila terdapat isu ESG yang bersifat material atau berdampak signifikan terhadap operasional maupun reputasi Perseroan, isu tersebut dapat dieskalasikan kepada Direksi untuk memperoleh arahan strategis.

5. **Risk Management Function, SPI, Corporate Planning, and related supporting units** play a role in strengthening governance aspects, internal control, audit, compliance, ESG risk management, as well as aligning ESG priority programs with the Company's planning and budgeting cycle. ESG priority programs that require resource support are aligned with the WPB to ensure that ESG implementation becomes an integral part of the Company's overall management system.

Cross-functional coordination is strengthened through a structured monitoring and evaluation mechanism. ESG implementation is monitored periodically using the *ESG Roadmap Activity Tracker* as a control instrument to track program progress, challenges encountered, and follow-up action plans. The monitoring results are then discussed in a cross-functional quarterly evaluation forum to assess achievements against targets, identify deviations, and determine corrective actions where necessary. At the management level, progress on ESG implementation is reported to the Board of Directors through quarterly, bi-annual, and annual monitoring reports. These reports outline program achievements against targets, implementation constraints, and follow-up action plans. ESG has also been established as a standing agenda item in quarterly Board of Directors meetings, ensuring that sustainability policy directions and performance receive direct review at the highest decision-making level. To ensure accountability in execution, ESG performance indicators are integrated into the Key Performance Indicators (KPIs) of the Board of Directors and management, embedding sustainability targets into the Company's overall performance evaluation. Should any material ESG issues arise that significantly impact the Company's operations or reputation, these matters are escalated to the Board of Directors for strategic guidance.

INTEGRITAS DAN PENGAWASAN TATA KELOLA GOVERNANCE INTEGRITY AND OVERSIGHT

ASDP memperkuat penerapan tata kelola yang berintegritas melalui penguatan prinsip *Good Corporate Governance* (GCG), etika bisnis, kepatuhan, pengendalian internal, serta pencegahan praktik penyuapan dan *fraud*. Pada tahun 2025, penguatan tata kelola dilakukan melalui berbagai inisiatif, antara lain evaluasi dan review GCG, *assessment* GCG, penyusunan *Roadmap* GCG 2025-2029, sosialisasi antikorupsi dan pendampingan sistem pencegahan oleh Direktorat Anti Korupsi Badan Usaha (ABKU) KPK, penguatan komunikasi dan kampanye Pedoman GCG, sosialisasi dan survei pemahaman SMAP dan GCG, serta pemutakhiran Pedoman Tata Kelola Perusahaan dan *Board Manual*.

Sebagai bagian dari komitmen antikorupsi, Perseroan menerapkan Sistem Manajemen Anti Penyuapan (SMAP) berbasis ISO 37001:2016. Penerapan SMAP menjadi instrumen penting dalam memperkuat pencegahan penyuapan, gratifikasi, *fraud*, benturan kepentingan, serta pelanggaran etika bisnis di lingkungan Perseroan. Selama tahun pelaporan, penguatan SMAP dilakukan melalui *surveillance audit* ISO 37001:2016, internal audit ISO 37001:2016, serta penguatan praktik SMAP sesuai perkembangan standar dan kebutuhan tata kelola perusahaan.

Dalam *Roadmap* ESG 2026-2030, penguatan integritas tata kelola diarahkan pada peningkatan kualitas kebijakan, sistem pelaporan, pelatihan, dan pengawasan. Agenda tersebut mencakup penguatan komitmen Kode Etik, kebijakan SMAP, *Board Manual*, pelatihan antigratifikasi dan mekanisme pelaporan melalui kanal *Whistleblowing System* (WBS), pelaksanaan audit tematik, penguatan atau *enhancement* kanal pelaporan WBS, serta evaluasi atas kebijakan dan implementasi Kode Etik, Kebijakan SMAP, dan *Board Manual*. *Roadmap* ESG juga menargetkan komitmen kode, kebijakan, dan pedoman dapat disosialisasikan kepada seluruh insan ASDP, serta seluruh pengaduan WBS ditanggapi sesuai mekanisme yang berlaku.

ASDP strengthens the implementation of governance with integrity through the reinforcement of *Good Corporate Governance* (GCG) principles, business ethics, compliance, internal control, and the prevention of bribery and fraud practices. In 2025, governance strengthening was carried out through various initiatives, including GCG evaluation and review, GCG assessment, preparation of the GCG *Roadmap* 2025-2029, anti-corruption dissemination and prevention system assistance by the Directorate of Anti-Corruption for Business Entities (ABKU) of the KPK, strengthening communication and campaigns on the GCG Guidelines, dissemination and surveys on ABMS and GCG understanding, as well as updates to the Corporate Governance Guidelines and *Board Manual*.

As part of its anti-corruption commitment, the Company implements an Anti-Bribery Management System (ABMS) based on ISO 37001:2016. The implementation of ABMS serves as an important instrument in strengthening the prevention of bribery, gratification, fraud, conflicts of interest, and violations of business ethics within the Company. During the reporting year, ABMS was strengthened through the ISO 37001:2016 *surveillance audit*, ISO 37001:2016 internal audit, and the enhancement of ABMS practices in line with evolving standards and corporate governance needs.

In the ESG *Roadmap* 2026-2030, strengthening governance integrity is directed toward improving the quality of policies, reporting systems, training, and oversight. This agenda includes strengthening commitment to the Code of Conduct, ABMS Policy, and *Board Manual*, anti-gratification training, reporting mechanisms through the *Whistleblowing System* (WBS) channel, thematic audits, enhancement of the WBS reporting channel, as well as evaluation of the policies and implementation of the Code of Conduct, ABMS Policy, and *Board Manual*. The ESG *Roadmap* also targets the dissemination of codes, policies, and guidelines to all ASDP personnel, while ensuring that all WBS complaints are responded to in accordance with the applicable mechanisms.



SUSTAINABILITY HOUSE ASDP

Visi | Vision

Menjadi yang terdepan dalam integrasi maritim global. | To become a leader in global maritime integration.

Misi | Mission

Menyediakan layanan maritim terbaik serta memaksimalkan nilai bagi pemegang saham, karyawan, dan negara.
To provide the best maritime services while maximizing return for its shareholders, employees, and Nation.



Lingkungan Environmental

Mendorong operasional maritim yang rendah karbon dan tangguh iklim melalui efisiensi energi, pengelolaan emisi, dan pemanfaatan energi terbarukan pada kapal dan pelabuhan.

Driving low-carbon and climate-resilient maritime operations through energy efficiency, emissions management, and the use of renewable energy on vessels and at ports.



Sumber Daya Manusia & Budaya Human Capital & Culture

Mengembangkan SDM dan budaya keberlanjutan melalui peningkatan kompetensi, keselamatan kerja, dan kepemimpinan insan ASDP.
Developing human capital and sustainability culture through competency improvement, occupational safety, and ASDP people's leadership.



Sosial Social

Menciptakan nilai sosial yang inklusif dan berkelanjutan dengan mengutamakan keselamatan, kualitas layanan penyeberangan, serta kontribusi nyata bagi masyarakat dan wilayah operasional.

Creating inclusive and sustainable social value by prioritizing safety, ferry service quality, and tangible contributions to communities and operational areas.



Tata Kelola Governance

Memperkuat tata kelola yang transparan dan berintegritas melalui pengelolaan risiko, keamanan informasi, rantai pasok bertanggung jawab, dan pengungkapan ESG yang akuntabel.
Strengthening transparent and integrity-driven governance through risk management, information security, responsible supply chain, and accountable ESG disclosure.

Pilar ESG | ESG Pillar

Lingkungan | Environmental

Sosial | Social

Tata Kelola | Governance

Inisiatif Prioritas | Priority Initiatives

Mewujudkan ketahanan iklim dan transportasi penyeberangan rendah karbon melalui pengelolaan risiko iklim yang sistematis, adaptasi operasional yang responsif, dan dekarbonisasi maritim yang terencana.
Realizing climate resilience and low-carbon ferry transportation through systematic climate risk management, responsive operational adaptation, and planned maritime decarbonization.

Mewujudkan praktik transportasi penyeberangan yang mengedepankan Kesehatan dan Keselamatan Kerja, serta Keselamatan Transportasi.
Realizing ferry transportation practices that prioritize Occupational Health and Safety, as well as Transportation Safety.

Membangun Tata Kelola Unggul untuk mendukung operasional yang andal dan berintegritas.
Building Excellent Governance to support reliable and integrity-driven operations.

Inisiatif Strategis | Strategic Initiatives

Mengoptimalkan pengelolaan air, energi, dan limbah pada operasional kapal dan pelabuhan melalui penerapan praktik maritim yang efisien, terukur, dan berorientasi keberlanjutan. | Optimizing water, energy, and waste management across vessel and port operations through the implementation of maritime practices that are efficient, measurable, and sustainability oriented.

Memperkuat implementasi kebijakan lingkungan serta perlindungan biodiversitas pesisir dan perairan.
Strengthening the implementation of environmental policies and the protection of coastal and marine biodiversity.

Mengembangkan produk dan layanan penyeberangan berbasis *green ship*. | Developing green ship-based ferry products and services.

Memastikan penerapan praktik ketenagakerjaan yang adil, inklusif, dan bertanggung jawab melalui penyediaan kesempatan yang setara serta pengembangan SDM berkelanjutan.
Ensuring the implementation of fair, inclusive, and responsible employment practices through the provision of equal opportunities and sustainable human capital development.

Meningkatkan kualitas hubungan pelanggan melalui layanan penyeberangan serta keandalan operasional.
Improving the quality of customer relations through ferry services and operational reliability

Menumbuhkan hubungan yang kuat dan berkelanjutan dengan pemangku kepentingan yang memberikan dampak nyata bagi peningkatan kesejahteraan masyarakat. | Fostering strong and sustainable relationships with stakeholders that create tangible impacts on improving community welfare.

Meningkatkan transparansi pengungkapan kinerja dan proses penetapan materialitas guna memperkuat akuntabilitas keberlanjutan di seluruh lini operasional maritim. | Enhancing transparency in performance disclosure and the materiality determination process to strengthen sustainability accountability across all maritime operational lines.

Memperkuat penerapan etika bisnis serta tata kelola kepatuhan. | Strengthening the implementation of business ethics and compliance governance.

Pengelolaan rantai pasok pelayaran dan pelabuhan dengan prinsip ESG atau *sustainable supply chain*.
Managing the shipping and port supply chain based on ESG principles or a sustainable supply chain approach.

Mengintegrasikan risiko ESG pada manajemen risiko guna memastikan keberlangsungan operasi penyeberangan yang aman, andal, dan tangguh.
Integrating ESG risks into risk management to ensure the continuity of safe, reliable, and resilient ferry operations.

Mengedepankan ketahanan dan keamanan sistem IT, peningkatan digitalisasi, serta perlindungan data dan privasi yang akuntabel. | Prioritizing the resilience and security of IT systems, enhanced digitalization, and accountable data and privacy protection.

Governance, Risk, & Compliance (GRC); Budaya Perusahaan; & 17 SDGs
Governance, Risk, & Compliance (GRC); Corporate Culture; & 17 SDGs

PILAR STRATEGIS KEBERLANJUTAN SUSTAINABILITY STRATEGIC PILLARS

ASDP memandang keberlanjutan sebagai bagian penting dari strategi Perseroan dalam menciptakan nilai jangka panjang bagi pemegang saham, karyawan, masyarakat, negara, dan seluruh pemangku kepentingan. Melalui *Sustainability House* ASDP, Perseroan menyusun kerangka strategis untuk mengintegrasikan prinsip ESG ke dalam aktivitas bisnis dan operasional. Kerangka ini dirancang untuk memastikan bahwa pencapaian kinerja operasional ASDP berjalan selaras dengan agenda transisi menuju sektor maritim yang rendah karbon, inklusif, dan berintegritas.

Sustainability House ASDP berlandaskan visi untuk menjadi yang terdepan dalam integrasi maritim global, dengan misi menyediakan layanan maritim terbaik serta memaksimalkan nilai bagi pemegang saham, karyawan, dan negara. Implementasi visi dan misi tersebut diarahkan melalui empat fokus utama, yaitu penguatan operasional rendah karbon dan tangguh iklim, penciptaan nilai sosial yang inklusif, pengembangan sumber daya manusia dan budaya berkelanjutan, serta penguatan tata kelola yang transparan dan berintegritas.

Pilar keberlanjutan ASDP dipetakan terhadap aspek ESG dan kontribusi terhadap Tujuan Pembangunan Berkelanjutan atau SDGs. Penyelarasan tersebut memastikan bahwa inisiatif keberlanjutan Perseroan tidak berdiri sendiri, tetapi terhubung dengan pengelolaan risiko, proses pengambilan keputusan, penguatan budaya perusahaan, serta pelaksanaan operasional sehari-hari.

LINGKUNGAN ENVIRONMENT

Pada aspek lingkungan, ASDP berfokus pada upaya mewujudkan ketahanan iklim dan operasional transportasi penyeberangan yang rendah karbon. Inisiatif lingkungan diarahkan pada pengelolaan energi, air, limbah, dan polutan pada operasional kapal dan pelabuhan, penguatan kebijakan lingkungan, perlindungan keanekaragaman hayati pesisir dan perairan, serta pengembangan produk dan layanan penyeberangan berbasis green ship. Pendekatan ini bertujuan untuk menurunkan jejak lingkungan sekaligus meningkatkan efisiensi dan ketahanan operasional jangka panjang Perseroan.

ASDP views sustainability as an important part of the Company's strategy in creating long-term value for shareholders, employees, communities, the nation, and all stakeholders. Through the ASDP Sustainability House, the Company has developed a strategic framework to integrate ESG principles into its business and operational activities. This framework is designed to ensure that ASDP's operational performance achievements remain aligned with the transition agenda toward a low-carbon, inclusive, and integrity-driven maritime sector.

The ASDP Sustainability House is founded on the vision to become a leader in global maritime integration, with a mission to provide the best maritime services while maximizing value for shareholders, employees, and the nation. The implementation of this vision and mission is directed through four main focus areas: strengthening low-carbon and climate-resilient operations, creating inclusive social value, developing human capital and a sustainable culture, and strengthening transparent and integrity-driven governance.

ASDP's sustainability pillars are mapped against ESG aspects and their contribution to the Sustainable Development Goals (SDGs). This alignment ensures that the Company's sustainability initiatives do not stand alone, but are connected to risk management, decision-making processes, the strengthening of corporate culture, and day-to-day operational implementation.

In the environmental aspect, ASDP focuses on efforts to achieve climate resilience and low-carbon ferry transportation operations. Environmental initiatives are directed toward energy, water, waste, and pollutant management across vessel and port operations, strengthening environmental policies, protecting coastal and marine biodiversity, and developing green ship-based ferry products and services. This approach aims to reduce the environmental footprint while improving the Company's long-term operational efficiency and resilience.



Dalam *Roadmap ESG 2026-2030*, penguatan aspek lingkungan dilakukan secara bertahap melalui peningkatan kepatuhan lingkungan, penguatan sistem pemantauan kinerja lingkungan, penetapan target dan infrastruktur pengelolaan limbah, implementasi efisiensi energi, kajian siklus hidup kapal, penguatan inisiatif dekarbonisasi, serta penyusunan *Roadmap Net Zero Emission*. Agenda tersebut menjadi dasar bagi ASDP dalam memperkuat kesiapan menuju operasional maritim yang lebih efisien, rendah emisi, dan selaras dengan target *Net Zero Emission* Indonesia.

Sebagai bagian dari penguatan operasional, ASDP juga memanfaatkan digitalisasi dalam pemeliharaan dan pemantauan armada, antara lain melalui penggunaan sistem SMS, SIEMON, dan PMS. Implementasi digitalisasi perawatan, penggunaan suku cadang bersertifikat, serta pengujian pelumas menjadi bagian dari upaya pemenuhan standar keselamatan dan efisiensi operasional armada.

Selain itu, ASDP terus memperkuat efisiensi armada melalui pemantauan kondisi kapal secara digital. SIEMON digunakan untuk memantau parameter operasional kapal, seperti RPM, tekanan oli, dan temperatur pendingin, sehingga mendukung penguatan kontrol teknis, efisiensi perawatan, dan keandalan operasional.

SOSIAL DAN EKONOMI

SOCIAL AND ECONOMIC

Pada aspek sosial, ASDP menempatkan keselamatan, kesehatan kerja, dan keselamatan transportasi sebagai prioritas utama. Perseroan juga memastikan penerapan praktik ketenagakerjaan yang adil, inklusif, dan bertanggung jawab, disertai dengan pengembangan kompetensi dan kapabilitas SDM secara berkelanjutan. Selain itu, ASDP berkomitmen untuk meningkatkan kualitas layanan kepada pelanggan serta membangun hubungan yang kuat dengan masyarakat dan pemangku kepentingan di wilayah operasional.

Pada aspek ekonomi dan pengembangan kawasan, ASDP melanjutkan pengembangan Proyek Strategis Nasional Kawasan Terintegrasi Merak-Bakauheni, termasuk Bakauheni Harbour City (BHC). Pengembangan BHC diarahkan sebagai kawasan kota pelabuhan terintegrasi yang mendukung aktivitas pelabuhan, pariwisata, area komersial, pendidikan, UMKM, hotel, dan fasilitas pendukung lainnya. Tahap awal pengembangan diprioritaskan pada Distrik 1 sebagai generator pembangunan bagi distrik lainnya.

In the *ESG Roadmap 2026-2030*, the environmental aspect is strengthened gradually through improved environmental compliance, stronger environmental performance monitoring systems, the establishment of waste management targets and infrastructure, energy efficiency implementation, vessel life cycle assessment, stronger decarbonization initiatives, and the development of the *Net Zero Emission Roadmap*. This agenda serves as the basis for ASDP to strengthen its readiness toward more efficient, low-emission maritime operations that are aligned with Indonesia's *Net Zero Emission* target.

As part of operational strengthening, ASDP also utilizes digitalization in fleet maintenance and monitoring, including through the use of SMS, SIEMON, and PMS systems. The implementation of maintenance digitalization, the use of certified spare parts, and lubricant testing form part of the Company's efforts to meet safety standards and improve fleet operational efficiency.

In addition, ASDP continues to improve fleet efficiency through digital vessel condition monitoring. SIEMON is used to monitor vessel operational parameters, such as RPM, oil pressure, and coolant temperature, thereby supporting stronger technical control, maintenance efficiency, and operational reliability.

In the social aspect, ASDP places safety, occupational health, and transportation safety as key priorities. The Company also ensures the implementation of fair, inclusive, and responsible employment practices, supported by the continuous development of human capital competencies and capabilities. ASDP is also committed to improving service quality for customers and building strong relationships with communities and stakeholders in its operational areas.

In the economic and area development aspects, ASDP continued the development of the Merak-Bakauheni Integrated Area National Strategic Project, including Bakauheni Harbour City (BHC). BHC is being developed as an integrated port city area that supports port activities, tourism, commercial areas, education, MSMEs, hotels, and other supporting facilities. The initial phase of development is prioritized in District 1 as a development generator for the other districts.

Selain itu, Perseroan melanjutkan standardisasi layanan di sejumlah lokasi strategis untuk meningkatkan kualitas layanan, customer experience, dan keandalan operasional sebagai bagian dari *strategic objective Operational Excellence* dan *Sustainability* Perseroan tahun 2025.

Transformasi digital juga tercermin dalam penguatan layanan pelanggan dan operasional, antara lain melalui pengembangan *Contact Center ASDP 191*, pengelolaan *Customer Service Pelabuhan*, *Refund Management System*, *Customer Experience Optimization*, *Survey Kepuasan Pelanggan*, serta *Monitoring Service Touch Point* di pelabuhan dan kapal. Berbagai inisiatif tersebut mendukung standardisasi layanan, peningkatan transparansi, serta perbaikan kualitas pengalaman pelanggan secara berkelanjutan.

TATA KELOLA GOVERNANCE

Pada aspek tata kelola, *Sustainability House ASDP* menekankan pentingnya transparansi, kualitas pengungkapan kinerja, penguatan tata kelola risiko dan kepatuhan berbasis ESG, pengelolaan rantai pasok berkelanjutan, serta integrasi risiko ESG ke dalam manajemen risiko perusahaan. ASDP juga memprioritaskan ketahanan sistem teknologi informasi, keamanan data, dan perlindungan privasi sebagai bagian dari penguatan keandalan operasional dan kepercayaan pemangku kepentingan.

Dalam mendukung efisiensi operasional dan transformasi bisnis berkelanjutan, ASDP mendorong pemanfaatan teknologi sebagai bagian dari strategi perusahaan. Pada tahun 2025, penguatan teknologi diarahkan untuk memperkuat fungsi IT sebagai *Business Driver* dan *Strategic Business Partner*, melalui pengembangan sistem manajemen transportasi, analitik data, platform digital, dan digitalisasi proses operasional. Upaya ini diharapkan dapat meningkatkan efisiensi, kualitas layanan, pendapatan, serta profitabilitas Perseroan.

In addition, the Company continued to standardize services across several strategic locations to improve service quality, customer experience, and operational reliability as part of the Company's 2025 strategic objectives of *Operational Excellence* and *Sustainability*.

Digital transformation is also reflected in the strengthening of customer and operational services, including through the development of *Contact Center ASDP 191*, *Port Customer Service* management, the *Refund Management System*, *Customer Experience Optimization*, *Customer Satisfaction Survey*, and *Service Touch Point Monitoring* at ports and on vessels. These initiatives support service standardization, increased transparency, and continuous improvement in customer experience.

In the governance aspect, the *ASDP Sustainability House* emphasizes the importance of transparency, the quality of performance disclosure, the strengthening of ESG-based risk and compliance governance, sustainable supply chain management, and the integration of ESG risks into the Company's risk management. ASDP also prioritizes the resilience of information technology systems, data security, and privacy protection as part of strengthening operational reliability and stakeholder trust.

To support operational efficiency and sustainable business transformation, ASDP promotes the use of technology as part of the Company's strategy. In 2025, technology strengthening was directed toward reinforcing the IT function as a *Business Driver* and *Strategic Business Partner* through the development of transportation management systems, data analytics, digital platforms, and operational process digitalization. These efforts are expected to improve the Company's efficiency, service quality, revenue, and profitability.



KINERJA DAN DAMPAK EKONOMI

ECONOMIC PERFORMANCE AND IMPACTS



KINERJA DAN DAMPAK EKONOMI

ECONOMIC PERFORMANCE AND IMPACTS

Kinerja ekonomi yang berkelanjutan menjadi fondasi utama bagi ASDP dalam menciptakan nilai tambah bagi pemegang saham, pelanggan, karyawan, mitra usaha, serta masyarakat luas. Di tengah dinamika ekonomi global, perubahan pola mobilitas masyarakat, dan tantangan transisi menuju ekonomi rendah karbon, Perseroan terus memperkuat ketahanan bisnis melalui pengelolaan keuangan yang *prudent*, peningkatan efisiensi operasional, serta akselerasi transformasi layanan berbasis digital.

Sebagai operator transportasi penyeberangan nasional, ASDP memiliki peran strategis dalam memperkuat konektivitas antarpulau, mendukung distribusi logistik nasional, serta menjaga kelancaran mobilitas masyarakat di berbagai wilayah Indonesia. Peran tersebut diwujudkan melalui pengembangan layanan penyeberangan dan kepelabuhanan yang andal, modernisasi infrastruktur, serta optimalisasi ekosistem digital guna meningkatkan kualitas layanan dan pengalaman pengguna jasa.

Sepanjang tahun 2025, Perseroan melanjutkan agenda transformasi bisnis melalui berbagai program strategis, antara lain pengembangan *Port Operation Control Center (POCC)*, *ASDP Port Services (APS)*, *Intelligent Port Monitoring (IPM)*, *Artificial Maintenance Diagnostic (AMD)*, serta penguatan *Roadmap Transformasi* dan *Task Force Transformation Office*. ASDP juga terus mendorong inovasi operasional melalui kajian *Hybrid Ferry (Hi-Fy)*, pengembangan sistem pengelolaan gudang, dan pelaksanaan *Innovation Competition* sebagai bagian dari upaya memperkuat daya saing dan keberlanjutan bisnis Perseroan.

Selain menciptakan nilai ekonomi, ASDP juga memberikan kontribusi ekonomi langsung kepada pemangku kepentingan melalui pembayaran pajak, pengembangan sumber daya manusia, belanja operasional, penguatan rantai pasok domestik, serta pelaksanaan program Tanggung Jawab Sosial dan Lingkungan (TJSL). Perseroan terus berupaya menjaga keseimbangan antara pertumbuhan usaha, peningkatan kualitas layanan publik, dan penciptaan manfaat ekonomi yang berkelanjutan bagi masyarakat dan negara.

Sustainable economic performance serves as a key foundation for ASDP in creating added value for shareholders, customers, employees, business partners, and the wider community. Amid global economic dynamics, changes in public mobility patterns, and the challenges of transitioning toward a low-carbon economy, the Company continues to strengthen business resilience through prudent financial management, improved operational efficiency, and accelerated digital-based service transformation.

As a national ferry transportation operator, ASDP plays a strategic role in strengthening inter-island connectivity, supporting national logistics distribution, and maintaining the smooth mobility of communities across various regions of Indonesia. This role is realized through the development of reliable ferry and port services, infrastructure modernization, and digital ecosystem optimization to improve service quality and user experience.

Throughout 2025, the Company continued its transformation agenda through various strategic programs, including the development of the *Port Operation Control Center (POCC)*, *ASDP Port Services (APS)*, *Intelligent Port Monitoring (IPM)*, *Artificial Maintenance Diagnostic (AMD)*, as well as the strengthening of the *Transformation Roadmap* and the *Transformation Office Task Force*. ASDP also continued to promote operational innovation through the *Hybrid Ferry (Hi-Fy)* study, the development of a warehouse management system, and the implementation of the *Innovation Competition* as part of its efforts to strengthen the Company's competitiveness and business sustainability.

In addition to creating economic value, ASDP also provides direct economic contributions to stakeholders through tax payments, human capital development, operational spending, strengthening of the domestic supply chain, and the implementation of Corporate Social and Environment Responsibility (CSER) programs. The Company continuously strives to maintain a balance between business growth, improved public service quality, and the creation of sustainable economic benefits for communities and the nation.



ASDP merupakan perusahaan non-Lembaga Jasa Keuangan yang bergerak di bidang jasa transportasi penyeberangan dan pengelolaan pelabuhan. Dalam menjalankan kegiatan usahanya, Perseroan tidak memiliki portofolio pembiayaan maupun investasi yang secara khusus dikategorikan sebagai aktivitas keuangan berkelanjutan sesuai ketentuan Otoritas Jasa Keuangan. Oleh karena itu, Perseroan belum menetapkan target pembiayaan atau investasi berkelanjutan secara khusus. [OJK F.3]

ASDP is a non-Financial Services Institution company engaged in ferry transportation services and port management. In carrying out its business activities, the Company does not have any financing or investment portfolio that is specifically categorized as a sustainable finance activity under the provisions of the Financial Services Authority. Therefore, the Company has not specifically set any sustainable financing or investment targets. [OJK F.3]

KINERJA EKONOMI 2025 [OJK F.2] [OJK F.3]

2025 ECONOMIC PERFORMANCE [OJK F.2] [OJK F.3]

Sepanjang tahun 2025, ASDP mencatatkan pendapatan usaha sebesar Rp4,96 triliun dengan laba tahun berjalan sebesar Rp285,43 miliar. Perseroan juga membukukan total aset sebesar Rp11,35 triliun dan total ekuitas sebesar Rp9,03 triliun. Kinerja tersebut mencerminkan kemampuan ASDP dalam menjaga stabilitas usaha dan ketahanan operasional di tengah dinamika industri transportasi, perubahan pola mobilitas masyarakat.

Throughout 2025, ASDP recorded revenue of Rp4.96 trillion and profit for the year of Rp285.43 billion. The Company also booked total assets of Rp11.35 trillion and total equity of Rp9.03 trillion. This performance reflects ASDP's ability to maintain business stability and operational resilience amid the dynamics of the transportation industry and changes in public mobility patterns.

Pencapaian tersebut didukung oleh penguatan layanan penyeberangan dan kepelabuhanan, optimalisasi operasional armada dan pelabuhan, serta pengembangan berbagai inisiatif transformasi bisnis dan digitalisasi layanan. Perseroan juga terus mendorong efisiensi biaya, pengelolaan aset secara optimal, serta penerapan prinsip tata kelola perusahaan yang baik untuk menjaga kesinambungan usaha dalam jangka panjang.

This achievement was supported by the strengthening of ferry and port services, the optimization of fleet and port operations, as well as the development of various business transformation and service digitalization initiatives. The Company also continued to promote cost efficiency, optimal asset management, and the implementation of good corporate governance principles to maintain long-term business continuity.

Seluruh data kinerja keuangan disusun berdasarkan Laporan Keuangan Konsolidasian Tahun Buku 2025 yang telah diaudit oleh auditor independen dan disajikan sesuai Standar Akuntansi Keuangan yang berlaku di Indonesia. Dalam menjalankan kegiatan usahanya, Perseroan terus menerapkan prinsip kehati-hatian dan disiplin keuangan sebagai bagian dari upaya menciptakan pertumbuhan yang sehat, berkelanjutan, dan memberikan nilai tambah bagi seluruh pemangku kepentingan.

The financial performance data was prepared based on the Consolidated Financial Statements for Financial Year 2025, which were audited by an independent auditor and presented in accordance with the Financial Accounting Standards applicable in Indonesia. In carrying out its business activities, the Company continues to apply the principles of prudence and financial discipline as part of its efforts to create healthy and sustainable growth that delivers added value to all stakeholders.

PERBANDINGAN CAPAIAN REALISASI DENGAN TARGET 2025 [OJK F.2.]
COMPARISON OF ACTUAL ACHIEVEMENT AGAINST 2025 TARGET [OJK F.2.]

Keterangan Description	Satuan Unit	Target 2025	Realisasi 2025 Realization 2025	Pencapaian (%)
Kinerja dan Posisi Keuangan Financial Performance and Position				
Total Aset Total Assets	Juta Rupiah Million Rupiah	13.187.670	11.354.685	86,10
Total Liabilitas Total Liabilities	Juta Rupiah Million Rupiah	3.185.387	2.319.723	72,82
Ekuitas Equity	Juta Rupiah Million Rupiah	10.002.283	9.034.962	90,33
Kinerja Operasional Segmen Penyeberangan Operational Performance of the Ferry Segment				
Trip Trip	Trip Trip	323.989	288.566	89%
Penumpang Passengers	Orang Person	6.805.218	5.713.288	84%
Kendaraan Roda 2 dan 3 2 and 3 Wheeled Vehicles	Unit Unit	4.519.306	3.403.117	75%
Kendaraan Roda >4 >4-Wheeled Vehicles	Unit Unit	4.712.208	3.823.816	81%
Barang Cargo	ton ton	90.374	28.850.105	N/A*
Kinerja Operasional Segmen Pelabuhan Operational Performance of Port Segment				
Jasa Sandar Docking Services	GTR-Call GTR-Call	986.334.108	1.086.150.395	110,12
Pas Pelabuhan Penumpang Passenger Port Pass	Orang Person	6.114.790	4.949.672	80,95
Pas Pelabuhan Kendaraan Vehicle Port Pass	Unit Unit	15.303.429	13.896.104	90,80
Pas Pelabuhan Jasa Parkir Parking Service Port Pass	Unit Unit	140.604	359.350	255,58
Jasa Pemeliharaan Dermaga Dock Maintenance Services	Unit Unit	15.303.428	13.896.104	90,80



Seluruh data kinerja keuangan yang disajikan mengacu pada Laporan Keuangan Konsolidasian ASDP Tahun Buku 2025 yang telah diaudit oleh auditor independen dan disusun berdasarkan Standar Akuntansi Keuangan yang berlaku di Indonesia.

Dalam mendukung penyelenggaraan layanan transportasi penyeberangan nasional, Perseroan memperoleh dukungan pemerintah dalam bentuk subsidi dan stimulus operasional sesuai kebijakan sektor transportasi dan pelayanan publik. Dukungan tersebut meliputi pendapatan subsidi, fasilitas Surat Keterangan Tidak Dipungut (SKTD) atas Pajak Pertambahan Nilai (PPN), serta stimulus angkutan pada periode Lebaran dan Natal dan Tahun Baru.

Dukungan pemerintah tersebut dimanfaatkan untuk menjaga kesinambungan layanan penyeberangan, meningkatkan aksesibilitas transportasi masyarakat, serta mendukung kelancaran konektivitas dan distribusi logistik antarpulau. Perseroan memastikan seluruh pemanfaatan bantuan pemerintah dilakukan sesuai ketentuan peraturan perundang-undangan yang berlaku dan dikelola secara akuntabel melalui mekanisme pengendalian internal perusahaan.

The financial performance data presented refers to ASDP's Consolidated Financial Statements for Financial Year 2025, which were audited by an independent auditor and prepared in accordance with the Financial Accounting Standards applicable in Indonesia.

In supporting the provision of national ferry transportation services, the Company received government support in the form of subsidies and operational stimulus in accordance with policies for the transportation and public service sectors. This support included subsidy income, the facility of Certificate of VAT Not Collected (SKTD) for Value Added Tax (VAT), as well as transportation stimulus during the Eid al-Fitr and Christmas and New Year periods.

The government support was utilized to maintain the continuity of ferry services, improve public access to transportation, and support smooth inter-island connectivity and logistics distribution. The Company ensures that all government assistance is utilized in accordance with the prevailing laws and regulations and managed accountably through the Company's internal control mechanisms.

JUMLAH BANTUAN PEMERINTAH 2025 AMOUNT OF GOVERNMENT ASSISTANCE IN 2025

Bantuan Pemerintah Government Assistance	Jumlah (Rp) Total (Rupiah)
Pendapatan Subsidi Subsidy Income	413.001.630.283
Surat Keterangan Tidak Dipungut (SKTD) atas PPN Certificate of VAT Not Collected (SKTD) for Value Added Tax (VAT)	50.204.912.154
Stimulus Angkutan Lebaran Eid al-Fitr Transportation Stimulus	50.722.237.320
Stimulus Natal Dan Tahun Baru Nataru Event Stimulus	16.877.425.593

NILAI EKONOMI YANG DIHASILKAN DAN DIDISTRIBUSIKAN ECONOMIC VALUE GENERATED AND DISTRIBUTED

Uraian Description	2025	2024	2023
Jumlah Nilai Ekonomi yang Dihasilkan Total Economic Value Generated			
Pendapatan Usaha Penyeberangan Komersial dan Perintis Revenue from Commercial and Pioneer Ferry Services	3.109.897.05	3.237.559.96	3.298.840.17
Pendapatan Usaha Pelabuhan Revenue from Port Services	1.234.969.76	1.173.294.21	1.047.161.72
Pendapatan Usaha Aneka Jasa dan Kerja Sama Revenue from Ancillary Services and Cooperation	617.597.83	613.704.66	578.832.02
Pendapatan Lainnya Other Income	193.815.58	170.904.40	267.460.17
Jumlah Nilai Ekonomi yang Dihasilkan (A) Total Economic Value Generated (A)	5.156.280.22	5.195.463.22	5.192.294.08
Nilai Ekonomi Yang Didistribusikan Economic Value Distributed			
Beban Pokok Pendapatan Cost of Revenue	2.929.292.93	2.737.823.09	2.577.161.02
Beban Administrasi dan Umum General and Administrative Expenses	652.014.71	618.623.68	617.835.62
Beban Kepegawaian (Gaji dan Tunjangan) Employee Expenses (Salaries and Benefits)	1.098.193.47	1.104.169.84	1.117.058.49
Pembayaran Dividen kepada Pemegang Saham Dividend Payments to Shareholders	44.964.11	30.672.45	101.000.00
Pembayaran Pajak kepada Negara Tax Payments to the State	61.492.78	63.729.79	83.330.26
Pengeluaran untuk Program Kemitraan dan Bina Lingkungan Expenditure for Partnership and Community Development Programs	10.182.81	8.172.17	8.421.52
Jumlah Nilai Ekonomi Langsung Didistribusikan (B) Total Direct Economic Value Distributed (B)	4.796.140.80	4.563.191.02	4.504.806.91
Nilai Ekonomi Langsung yang Ditahan (A-B) Direct Economic Value Retained (A-B)	360.139.42	632.272.20	687.487.17

Catatan | Notes:

- Nilai disajikan dalam juta Rupiah dan dihitung secara konsolidasi dengan anak perusahaan sesuai laporan keuangan yang telah diaudit. ASDP tidak menyampaikan nilai ekonomi berdasarkan wilayah operasi.
Values are presented in million Rupiah and calculated on a consolidated basis with subsidiaries in accordance with the audited financial statements. ASDP does not disclose economic value by operating region.
- Beban Administrasi dan Umum dihitung di luar Beban Kepegawaian (Gaji dan Tunjangan) serta Pengeluaran untuk Program Kemitraan dan Bina Lingkungan.
General and Administrative Expenses are calculated excluding Employee Expenses (Salaries and Benefits) and Expenditure for Partnership and Community Development Programs.



IMPLIKASI FINANSIAL TERKAIT PERUBAHAN IKLIM [OJK E.5] FINANCIAL IMPLICATIONS RELATED TO CLIMATE CHANGE [OJK E.5]

Perubahan iklim merupakan salah satu risiko eksternal yang berpotensi memengaruhi keberlangsungan operasional dan kinerja keuangan Perseroan. Peningkatan intensitas cuaca ekstrem, perubahan kondisi lingkungan laut, kenaikan permukaan air laut, serta potensi gangguan terhadap infrastruktur dan armada penyeberangan dapat berdampak pada kelancaran operasional, keselamatan pelayaran, efisiensi biaya, hingga tingkat pendapatan Perseroan. Risiko tersebut juga dapat memengaruhi kualitas layanan dan keberlangsungan aktivitas bisnis ASDP sebagai operator transportasi penyeberangan nasional.

Pada tahun 2025, ASDP memperkuat pengelolaan risiko perubahan iklim melalui penerapan strategi risiko perusahaan yang terintegrasi dalam kerangka *Enterprise Risk Management* (ERM). Dalam dokumen Penetapan Strategi Risiko Tahun 2025, Perseroan menetapkan risiko sosial dan lingkungan sebagai salah satu kategori risiko strategis perusahaan. Risiko ini mencakup potensi perubahan iklim, transisi kebijakan lingkungan, serta hubungan dengan komunitas dan pemangku kepentingan di sekitar wilayah operasional Perseroan.

Sebagai langkah mitigasi, Perseroan menjalankan berbagai inisiatif keberlanjutan yang selaras dengan *ESG Roadmap 2026-2030*, antara lain penggunaan BBM biodiesel B35, optimalisasi efisiensi konsumsi bahan bakar kapal melalui aplikasi SIEMON, pengembangan *Green Port* dan *Green Shipping*, penerapan teknologi hemat energi, pengembangan penggunaan kendaraan listrik, serta penguatan sistem pengukuran emisi gas rumah kaca. Inisiatif tersebut bertujuan untuk meningkatkan efisiensi energi, menurunkan emisi, dan memperkuat ketahanan operasional Perseroan terhadap dampak perubahan iklim.

Hingga akhir periode pelaporan 2025, ASDP belum melakukan kuantifikasi finansial secara spesifik atas dampak perubahan iklim terhadap kinerja keuangan Perseroan. Hal ini disebabkan proses monetisasi risiko iklim masih memerlukan pengembangan metodologi, data historis, serta pendekatan pengukuran yang lebih komprehensif.

Climate change is one of the external risks that may affect the Company's operational continuity and financial performance. The increasing intensity of extreme weather events, changes in marine environmental conditions, rising sea levels, and potential disruptions to ferry infrastructure and fleet may affect operational continuity, shipping safety, cost efficiency, and the Company's revenue level. These risks may also affect service quality and the continuity of ASDP's business activities as a national ferry transportation operator.

In 2025, ASDP strengthened its climate change risk management through the implementation of an integrated corporate risk strategy within the *Enterprise Risk Management* (ERM) framework. In the 2025 Risk Strategy Determination document, the Company designated social and environmental risks as one of its strategic risk categories. These risks include potential climate change, environmental policy transition, as well as relationships with communities and stakeholders around the Company's operational areas.

As a mitigation measure, the Company implements various sustainability initiatives aligned with the *ESG Roadmap 2026-2030*, including the use of B35 biodiesel fuel, optimization of vessel fuel consumption efficiency through the SIEMON application, development of *Green Port* and *Green Shipping*, adoption of energy-efficient technologies, development of electric vehicle usage, and strengthening of the greenhouse gas emissions measurement system. These initiatives aim to improve energy efficiency, reduce emissions, and strengthen the Company's operational resilience against the impacts of climate change.

As of the end of the 2025 reporting period, ASDP has not specifically quantified the financial impacts of climate change on the Company's financial performance. This is due to the fact that the monetization of climate risks still requires the development of methodologies, historical data, and a more comprehensive measurement approach.

PENGADAAN BARANG DAN JASA

BERKELANJUTAN [GRI 204-1]

SUSTAINABLE PROCUREMENT OF GOODS

AND SERVICES [GRI 204-1]

ASDP memandang pengadaan barang dan jasa berkelanjutan sebagai bagian penting dalam menjaga kesinambungan operasional, meningkatkan efisiensi rantai pasok, serta mendukung penerapan praktik bisnis yang bertanggung jawab. Perseroan menerapkan kebijakan dan prosedur pengadaan yang mengedepankan prinsip transparansi, akuntabilitas, kepatuhan, serta keberpihakan terhadap penggunaan produk dan jasa dalam negeri. Pengelolaan dilakukan melalui penerapan Kebijakan Pengadaan Barang dan Jasa, evaluasi vendor, penerapan *Contractor Safety Management System* (CSMS), serta pemantauan kepatuhan terhadap standar keselamatan, lingkungan, dan etika kerja.

ASDP menerapkan praktik pengadaan yang mengutamakan pemanfaatan produk dalam negeri untuk mendukung kinerja bisnis secara optimal. Komitmen tersebut diwujudkan melalui pemberian kesempatan yang luas bagi pemasok lokal untuk terlibat dalam proses pengadaan di sektor jasa dan transportasi laut. Pendekatan ini tidak hanya mendukung pertumbuhan ekonomi masyarakat sekitar, tetapi juga membantu menjaga kelancaran pasokan bagi Perseroan.

Dalam pelaksanaan pemilihan dan pengelolaan pemasok, ASDP mengacu pada KD.345/UM.201/ASDP-2023 tentang Kebijakan Pengadaan Barang dan Jasa di Lingkungan PT ASDP Indonesia Ferry (Persero). Kebijakan tersebut menjadi pedoman dalam pelaksanaan proses pengadaan, seleksi dan evaluasi penyedia, pengelolaan hubungan dengan vendor, serta penerapan aspek kepatuhan, keselamatan kerja, dan tata kelola dalam aktivitas pengadaan barang dan jasa. Perseroan juga mewajibkan seluruh mitra kerja mematuhi Pedoman Etika Perusahaan dan menandatangani Pakta Integritas sebagai bentuk komitmen terhadap praktik bisnis yang etis dan bertanggung jawab.

ASDP recognizes sustainable procurement of goods and services as an important part of maintaining operational continuity, improving supply chain efficiency, and supporting the implementation of responsible business practices. The Company applies procurement policies and procedures that prioritize the principles of transparency, accountability, compliance, and support for the use of domestic products and services. Management is carried out through the implementation of the Goods and Services Procurement Policy, vendor evaluation, the implementation of the Contractor Safety Management System (CSMS), and compliance monitoring against safety, environmental, and work ethics standards.

ASDP implements procurement practices that prioritize the use of domestic products to optimally support business performance. This commitment is realized by providing broad opportunities for local suppliers to participate in procurement processes within the maritime services and transportation sector. This approach not only supports the economic growth of surrounding communities but also helps maintain supply continuity for the Company.

In selecting and managing suppliers, ASDP refers to KD.345/UM.201/ASDP-2023 concerning the Goods and Services Procurement Policy within PT ASDP Indonesia Ferry (Persero). This policy serves as a guideline for the procurement process, provider selection and evaluation, vendor relationship management, as well as the implementation of compliance, occupational safety, and governance aspects in goods and services procurement activities. The Company also requires all business partners to comply with the Company's Code of Conduct and sign an Integrity Pact as a form of commitment to ethical and responsible business practices.



Sebagai bagian dari proses identifikasi dan mitigasi risiko, Perseroan mewajibkan vendor dan *general contractor* untuk melengkapi dokumen CSMS. Melalui mekanisme tersebut, ASDP melakukan penilaian terhadap aspek keselamatan, kesehatan kerja, dan lingkungan (K3L), termasuk kepatuhan terhadap pengelolaan lingkungan, perlindungan tenaga kerja, dan pelaksanaan pekerjaan sesuai ketentuan yang berlaku.

Potensi risiko lingkungan yang menjadi perhatian Perseroan meliputi ketidakpatuhan terhadap perizinan lingkungan, pengelolaan limbah yang tidak sesuai standar, risiko pencemaran lingkungan, serta rendahnya penerapan aspek keselamatan dan lingkungan di area kerja. Untuk memitigasi risiko tersebut, Perseroan mewajibkan evaluasi dokumen CSMS dan memasukkan kepatuhan terhadap standar lingkungan seperti ISO 14001 sebagai bagian dari persyaratan administrasi dalam proses evaluasi vendor.

Selain aspek lingkungan, Perseroan juga memperhatikan risiko sosial yang berpotensi timbul dalam rantai pasok, antara lain ketidakpatuhan terhadap ketentuan ketenagakerjaan, rendahnya penerapan keselamatan dan kesehatan kerja, pelanggaran etika kerja, serta rendahnya kompetensi dan kesadaran keselamatan pekerja. Sebagai langkah mitigasi, Perseroan mewajibkan vendor memenuhi persyaratan K3 dan memasukkan sertifikasi seperti ISO 45001, ISO 9001, dan SMK3 sebagai bagian dari evaluasi administrasi vendor sesuai jenis pekerjaan yang dilaksanakan. [GRI 3-3]

As part of the risk identification and mitigation process, the Company requires vendors and general contractors to complete CSMS documents. Through this mechanism, ASDP assesses occupational health, safety, and environmental (OHSE) aspects, including compliance with environmental management, worker protection, and work implementation in accordance with applicable provisions.

Potential environmental risks of concern to the Company include non-compliance with environmental permits, waste management that does not meet applicable standards, environmental pollution risks, and the limited implementation of safety and environmental aspects in work areas. To mitigate these risks, the Company requires the evaluation of CSMS documents and includes compliance with environmental standards, such as ISO 14001, as part of the administrative requirements in the vendor evaluation process.

In addition to environmental aspects, the Company also considers social risks that may arise within the supply chain, including non-compliance with labor regulations, limited implementation of occupational health and safety, violations of work ethics, as well as low worker competence and safety awareness. As a mitigation measure, the Company requires vendors to meet OHS requirements and includes certifications such as ISO 45001, ISO 9001, and OHSMS as part of the vendor administrative evaluation, according to the type of work performed. [GRI 3-3]

PEMASOK BARANG DAN JASA TAHUN 2023-2025 SUPPLIERS OF GOODS AND SERVICES IN 2023-2025

Keterangan Description	2025	2024	2023
Jumlah Pemasok Barang dan Jasa Number of Suppliers of Goods and Services	649	492	238
Jumlah Pemasok Lokal Barang dan Jasa Number of Local Suppliers of Goods and Services	649	492	238
Persentase Pemasok Lokal Barang dan Jasa Percentage of Local Suppliers of Goods and Services	100%	100%	100%

Sepanjang tahun 2025, ASDP bekerja sama dengan 649 pemasok barang dan jasa dan seluruhnya merupakan pemasok domestik. Dengan demikian, 100% pengadaan Perseroan dilaksanakan dengan melibatkan pemasok lokal sebagai bentuk dukungan terhadap penguatan industri nasional dan keberlanjutan rantai pasok dalam negeri.

Throughout 2025, ASDP worked with 649 suppliers of goods and services, all of which were domestic suppliers. Accordingly, 100% of the Company's procurement involved local suppliers as a form of support for strengthening the national industry and ensuring the sustainability of the domestic supply chain.

PENGUNGKAPAN PAJAK TAX DISCLOSURE

ASDP memandang pajak sebagai salah satu bentuk kontribusi strategis Perseroan dalam mendukung pembangunan nasional dan penguatan ekonomi negara. Sebagai Badan Usaha Milik Negara, Perseroan berkomitmen menjalankan kewajiban perpajakan secara patuh, transparan, dan akuntabel sesuai ketentuan peraturan perundang-undangan yang berlaku. Pendekatan ini dilakukan untuk memastikan pengelolaan pajak yang bertanggung jawab sekaligus mendukung keberlanjutan usaha dalam jangka panjang.

ASDP menerapkan tata kelola pajak yang terintegrasi dengan strategi bisnis perusahaan melalui kebijakan internal, pengendalian operasional, dan mekanisme manajemen risiko perpajakan. Pengelolaan pajak berada di bawah koordinasi Direktur Keuangan dengan pelaksanaan operasional oleh Divisi Tax & Accounting yang bertanggung jawab dalam perhitungan, pembayaran, pelaporan, serta pengawasan kepatuhan perpajakan Perseroan.

ASDP recognizes taxes as one of the Company's strategic contributions to supporting national development and strengthening the country's economy. As a State-Owned Enterprise, the Company is committed to fulfilling its tax obligations in a compliant, transparent, and accountable manner in accordance with the prevailing laws and regulations. This approach is carried out to ensure responsible tax management while supporting long-term business sustainability.

ASDP implements tax governance that is integrated with the Company's business strategy through internal policies, operational controls, and tax risk management mechanisms. Tax management is under the coordination of the Director of Finance, with operational implementation carried out by the Tax & Accounting Division, which is responsible for the calculation, payment, reporting, and supervision of the Company's tax compliance.





KEBIJAKAN TERKAIT PAJAK

Dalam menjalankan kewajiban perpajakannya, ASDP mematuhi berbagai ketentuan perpajakan yang berlaku di Indonesia, antara lain:

1. Undang-Undang No. 28 Tahun 2007 tentang Ketentuan Umum dan Tata Cara Perpajakan;
2. Undang-Undang No. 36 Tahun 2008 tentang Pajak Penghasilan;
3. Undang-Undang No. 42 Tahun 2009 tentang Pajak Pertambahan Nilai Barang dan Jasa dan Pajak Penjualan atas Barang Mewah; dan
4. Undang-Undang No. 7 Tahun 2021 tentang Harmonisasi Peraturan Perpajakan.

Perseroan menerapkan strategi perpajakan yang legal, prudent, dan tidak bertujuan untuk menghindari kewajiban pajak secara tidak patuh. Strategi perpajakan tersebut dilaksanakan melalui optimalisasi pemanfaatan fasilitas perpajakan yang sah, pengelolaan kredit pajak, penguatan kepatuhan administrasi perpajakan, serta penerapan pengendalian internal untuk memastikan seluruh kewajiban perpajakan dipenuhi sesuai ketentuan yang berlaku.

TAX-RELATED POLICIES

In fulfilling its tax obligations, ASDP complies with various tax regulations applicable in Indonesia, including:

1. Law No. 28 of 2007 concerning General Provisions and Tax Procedures;
2. Law No. 36 of 2008 concerning Income Tax;
3. Law No. 42 of 2009 concerning Value Added Tax on Goods and Services and Sales Tax on Luxury Goods; and
4. Law No. 7 of 2021 concerning the Harmonization of Tax Regulations.

The Company implements a tax strategy that is legal, prudent, and not intended to avoid tax obligations in a non-compliant manner. This tax strategy is implemented through the optimization of legitimate tax facilities, tax credit management, strengthening of tax administration compliance, and the implementation of internal controls to ensure that all tax obligations are fulfilled in accordance with applicable provisions.

TATA KELOLA PAJAK

Sebagai bagian dari pendekatan manajemen risiko, Perseroan secara berkala melakukan identifikasi, pemantauan, dan evaluasi terhadap potensi risiko perpajakan yang dapat memengaruhi operasional maupun reputasi perusahaan. Untuk mendukung kepatuhan perpajakan, ASDP juga melaksanakan peningkatan kompetensi melalui pelatihan, seminar, dan evaluasi reguler guna memastikan kesiapan organisasi dalam menghadapi perkembangan regulasi perpajakan.

Perseroan turut menjalin koordinasi secara proaktif dengan Direktorat Jenderal Pajak dan otoritas terkait untuk memastikan seluruh kewajiban perpajakan dipenuhi sesuai ketentuan yang berlaku. Selain itu, ASDP juga mengikuti forum diskusi dan perkembangan kebijakan perpajakan sebagai bagian dari upaya memperkuat tata kelola dan kepatuhan perpajakan perusahaan.

PENGUNGKAPAN PAJAK

Sepanjang tahun 2025, ASDP melaksanakan kewajiban perpajakan secara tepat waktu dan tidak mengalami sengketa perpajakan yang material. Pembayaran pajak kepada negara tercatat sebesar Rp74,59 miliar, sejalan dengan aktivitas operasional dan kinerja usaha Perseroan selama periode pelaporan.

Seluruh entitas usaha ASDP beroperasi di wilayah yurisdiksi Republik Indonesia dengan kegiatan usaha utama meliputi layanan transportasi penyeberangan, pengelolaan pelabuhan, serta pengembangan usaha penunjang lainnya. Seluruh pendapatan Perseroan berasal dari aktivitas usaha domestik sehingga tidak terdapat transaksi lintas yurisdiksi yang material dalam operasional perusahaan.

Pajak penghasilan yang dibayarkan selama periode pelaporan telah dipenuhi sesuai ketentuan peraturan perundang-undangan yang berlaku. Perseroan terus memperkuat tata kelola perpajakan melalui pengendalian internal, proses penelaahan berkala, serta validasi oleh Divisi *Tax & Accounting* guna memastikan akurasi, kepatuhan, dan transparansi pelaporan perpajakan.

Hingga akhir periode pelaporan, ASDP belum melakukan penjaminan eksternal secara khusus atas pengungkapan perpajakan. Meski demikian, Perseroan memastikan seluruh proses pelaporan pajak telah melalui mekanisme verifikasi internal yang memadai untuk menjaga kualitas dan kredibilitas informasi perpajakan yang disampaikan kepada pemangku kepentingan.

TAX GOVERNANCE

As part of its risk management approach, the Company periodically identifies, monitors, and evaluates potential tax risks that may affect the Company's operations and reputation. To support tax compliance, ASDP also conducts competency enhancement through training, seminars, and regular evaluations to ensure organizational readiness in responding to developments in tax regulations.

The Company also maintains proactive coordination with the Directorate General of Taxes and relevant authorities to ensure that all tax obligations are fulfilled in accordance with applicable provisions. In addition, ASDP participates in discussion forums and monitors tax policy developments as part of its efforts to strengthen the Company's tax governance and compliance.

TAX DISCLOSURE

Throughout 2025, ASDP fulfilled its tax obligations in a timely manner and did not experience any material tax disputes. Tax payments to the state were recorded at Rp74.59 billion, in line with the Company's operational activities and business performance during the reporting period.

All ASDP business entities operate within the jurisdiction of the Republic of Indonesia, with main business activities comprising ferry transportation services, port management, and the development of other supporting businesses. All of the Company's revenue is generated from domestic business activities; therefore, there are no material cross-jurisdictional transactions in the Company's operations.

Income tax paid during the reporting period was fulfilled in accordance with the prevailing laws and regulations. The Company continues to strengthen tax governance through internal controls, periodic review processes, and validation by the Tax & Accounting Division to ensure the accuracy, compliance, and transparency of tax reporting.

As of the end of the reporting period, ASDP has not obtained specific external assurance for its tax disclosure. Nevertheless, the Company ensures that all tax reporting processes have gone through adequate internal verification mechanisms to maintain the quality and credibility of tax information presented to stakeholders.

**SETORAN PAJAK PERUSAHAAN TAHUN 2023-2025 (dalam juta Rupiah)**
CORPORATE TAX PAYMENTS IN 2023-2025 (in million Rupiah)

No	Keterangan Description	2025	2024	2023	Pertumbuhan Nominal Nominal Growth	Pertumbuhan (%) Growth (%)
1	PPH Pasal 21 Article 21 Income Tax	65.694	73.529	66.043	(7.835)	(10,66%)
2	Pajak Bumi dan Bangunan (PBB) Land and Building Tax (L&B)	6.861	6.753	4.543	108	1,60%
3	Pajak Kendaraan Bermotor Motor Vehicle Tax	829	732	818	97	13,25%
4	Pajak Daerah/Retribusi Regional Taxes/Levies	1.205	-	908	1.205	N/A
Total		74.589	81.014	72.312	(6.425)	(7,93%)

PENGEMBANGAN PRODUK DAN JASA BERKELANJUTAN [OJK F.26] [OJK F.27] [OJK F.28] [GRI 416-1] [GRI 416-2]

SUSTAINABLE PRODUCT AND SERVICE DEVELOPMENT [OJK F.26] [OJK F.27] [OJK F.28] [GRI 416-1] [GRI 416-2]

ASDP mengembangkan produk dan jasa secara berkelanjutan dengan mengedepankan keselamatan, keandalan layanan, kenyamanan pelanggan, efisiensi operasional, digitalisasi, serta kepatuhan terhadap ketentuan yang berlaku. Sebagai perusahaan yang bergerak di bidang jasa penyeberangan dan kepelabuhanan, pengembangan layanan Perseroan difokuskan pada peningkatan kualitas konektivitas antarwilayah, kelancaran mobilitas masyarakat dan barang, serta penguatan peran ASDP dalam mendukung pemerataan pembangunan dan pertumbuhan ekonomi nasional.

Pada tahun 2025, pengembangan produk dan jasa ASDP mencakup layanan penyeberangan, layanan kepelabuhanan, layanan digital, serta layanan penunjang. Layanan penyeberangan meliputi lintasan komersial, perintis, Long Distance Ferry (LDF), kapal wisata, kargo, dan ternak. Layanan kepelabuhanan mencakup pemeliharaan dermaga, jasa sandar, jasa kepil/tambat, serta pengelolaan fasilitas pelabuhan. Sementara itu, layanan penunjang mencakup pengembangan area komersial, advertising, air tawar, SPBBK, serta layanan lain yang mendukung pengalaman pengguna jasa.

Pengembangan layanan juga diperkuat melalui digitalisasi dan peningkatan pengalaman pelanggan. ASDP terus mengembangkan ekosistem layanan digital, termasuk aplikasi dan platform Ferizy, contact center ASDP 191, customer service

ASDP develops products and services sustainably by prioritizing safety, service reliability, customer comfort, operational efficiency, digitalization, and compliance with applicable regulations. As a company operating in the ferry transportation and port services sector, corporate service development is focused on improving the quality of inter-regional connectivity, the smooth mobility of people and cargo, and reinforcing the role of ASDP in supporting equitable development and national economic growth.

In 2025, ASDP developed product and service for ferry transportation, port, digital, and supporting services. Ferry services include commercial and pioneer routes, Long Distance Ferry (LDF), tourist, cargo, and livestock vessels. Port services comprise docking maintenance, docking services, mooring services, and port facility management, while supporting services include commercial area development, advertising, fresh water provision, fuel stations, and other services that improve the service user experience.

Service development is also reinforced through digitalization and customer experience enhancement. ASDP continues to expand the digital service ecosystem, including Ferizy app and platform, the 191 contact center, port customer service,

pelabuhan, sistem *refund*, serta *monitoring* layanan pelanggan. Upaya ini diarahkan untuk meningkatkan kemudahan akses layanan, transparansi proses, kecepatan penanganan keluhan, serta kualitas interaksi dengan pengguna jasa. Selain itu, Perseroan menjalankan program *customer handling*, *customer engagement*, *service recovery*, *service inspection*, dan pemantauan kualitas layanan sebagai bagian dari upaya menjaga konsistensi pelayanan di cabang dan pelabuhan. [GRI 3-3]

Dalam pengembangan jasa berkelanjutan, aspek keselamatan menjadi prioritas utama. Seluruh kategori layanan Perseroan, atau 100%, dinilai aspek kesehatan dan keselamatannya untuk tujuan peningkatan layanan maupun perbaikan. Penilaian tersebut dilakukan melalui penerapan sistem manajemen keselamatan, audit internal, inspeksi kapal dan fasilitas pelabuhan, pemenuhan standar keselamatan pelayaran, pemantauan kesiapan awak kapal, pengendalian arus penumpang dan kendaraan, serta pengelolaan keadaan darurat.

Penerapan standar keselamatan didukung oleh Sistem Manajemen Keselamatan, *International Safety Management (ISM) Code*, sertifikasi ISO 45001:2018, sertifikasi SMK3 pada sejumlah cabang, *Safety Management Certificate (SMC)*, *Document of Compliance (DOC)*, internal audit cabang dan kapal, uji riksa alat K3, pemantauan lingkungan pelabuhan, serta pelatihan keselamatan. Melalui pendekatan tersebut, ASDP berupaya memastikan bahwa layanan yang diberikan telah dievaluasi dari aspek keselamatan, kesehatan, dan keandalan sebelum serta selama digunakan oleh pelanggan.

refund systems, and service monitoring. These efforts aim to improve access convenience, process transparency, complaint handling speed, and user interaction quality. In addition, the Company executes customer handling, engagement, service recovery, service inspection, and quality monitoring programs to maintain service consistency across branches and ports. [GRI 3-3]

In developing sustainable services, safety is the highest priority. All service categories of the Company, or 100%, are assessed for health and safety impacts for the purpose of service enhancement and improvement. These assessments are conducted through the implementation of a safety management system, internal audits, vessel and port facility inspections, compliance with maritime safety standards, monitoring of crew readiness, passenger and vehicle traffic control, and emergency response management.

The implemented safety standardised on the Safety Management System, *International Safety Management (ISM) Code*, ISO 45001:2018 OHSMS on several branches, *Safety Management Certificate (SMC)*, *Document of Compliance (DOC)*, branch and vessel internal audits, validation of OHS equipment, port environment monitoring, and safety training. ASDP applied these approaches to ensure that the services provided fulfills safety, health, and reliability aspects prior to and throughout their utilization by customers.

PENILAIAN DAMPAK KESEHATAN DAN KESELAMATAN ATAS KATEGORI JASA SIGNIFIKAN HEALTH AND SAFETY IMPACT ASSESSMENT OF SIGNIFICANT SERVICE CATEGORIES

Kategori Jasa Signifikan Significant Service Categories	Bentuk Penilaian Dampak Kesehatan dan Keselamatan Health and Safety Impact Assessment Form	Pendekatan Pengelolaan Management Approach
Layanan penyeberangan kapal Ferry transportation services	Penilaian kelayakan kapal, kesiapan awak kapal, pemenuhan perlengkapan keselamatan, audit ISM Code, inspeksi kapal, pemantauan kondisi operasional, dan kesiapan keadaan darurat. Assessment of vessel seaworthiness, crew readiness, compliance with safety equipment requirements, ISM Code audits, vessel inspections, monitoring of operational conditions, and emergency preparedness.	Internal audit kapal, pemenuhan SMC, endorsement DOC, pelatihan keadaan darurat, klarifikasi/investigasi insiden, serta koordinasi dengan pemangku kepentingan terkait keselamatan pelayaran. Internal ship audits, SMC compliance, DOC endorsements, emergency training, incident clarification/investigation, and coordination with stakeholders regarding maritime safety.
Layanan kepelabuhanan Port services	Penilaian terhadap keselamatan area pelabuhan, pengaturan pergerakan penumpang dan kendaraan, sterilisasi area pelabuhan, kesiapan fasilitas, serta pengelolaan lalu lintas dermaga. Assessment of port area safety, management of passenger and vehicle movement, port area security, facility readiness, and pier traffic management.	Pemantauan melalui POCC/CCTV, service inspection, penerapan SOP, pengendalian area operasional, pemantauan kebersihan melalui ASDP Safe, dan evaluasi layanan di cabang. Monitoring via POCC/CCTV, service inspections, SOPs implementation, control of operational areas, hygiene monitoring via ASDP Safe, and service evaluations at branch offices.



Kategori Jasa Signifikan Significant Service Categories	Bentuk Penilaian Dampak Kesehatan dan Keselamatan Health and Safety Impact Assessment Form	Pendekatan Pengelolaan Management Approach
Layanan digital dan pelanggan Digital and customer services	Penilaian terhadap kemudahan akses, keandalan layanan, transparansi proses transaksi, penanganan keluhan, serta pemulihan layanan apabila terjadi kendala. Assessment of ease of access, service reliability, transparency of transaction processes, complaint handling, and service restoration in the event of disruptions.	Pengembangan Ferizy, <i>contact center</i> ASDP 191, <i>customer service</i> pelabuhan, <i>refund management system</i> , survei kepuasan pelanggan, <i>customer handling</i> , dan <i>service recovery</i> . Development of Ferizy, the ASDP 191 contact center, port customer service, the refund management system, customer satisfaction surveys, customer handling, and service recovery.

Dampak positif dari pengembangan produk dan jasa ASDP antara lain peningkatan konektivitas masyarakat, kelancaran distribusi barang, dukungan terhadap mobilitas nasional, peningkatan pengalaman pelanggan, penguatan layanan digital, serta perluasan akses transportasi bagi wilayah yang membutuhkan layanan penyeberangan. Di sisi lain, Perseroan juga memperhatikan potensi dampak negatif yang dapat timbul dari kegiatan layanan, seperti risiko keselamatan pelayaran, kepadatan di area pelabuhan, gangguan layanan, pencemaran lingkungan, serta keluhan pelanggan. Risiko tersebut dikelola melalui penerapan sistem manajemen keselamatan, manajemen risiko, pengawasan operasional, pengelolaan keluhan, pemantauan layanan, dan tindak lanjut perbaikan secara berkala.

Sepanjang tahun 2025, ASDP memantau kepatuhan terhadap regulasi dan ketentuan yang berkaitan dengan kesehatan dan keselamatan layanan penyeberangan serta kepelabuhanan. Pemantauan dilakukan melalui evaluasi operasional, pengawasan keselamatan, audit internal, pelaporan insiden, inspeksi layanan, dan tindak lanjut atas temuan atau rekomendasi dari pihak berwenang.

Sepanjang tahun 2025 tidak terdapat insiden ketidakpatuhan terhadap regulasi maupun ketentuan sukarela yang berkaitan dengan dampak kesehatan dan keselamatan dari produk dan jasa Perseroan, baik yang menghasilkan denda, hukuman, maupun peringatan.

Terkait penarikan produk, karakteristik usaha ASDP adalah penyediaan jasa, sehingga Perseroan tidak memiliki produk fisik yang ditarik kembali dari pasar. Namun demikian, apabila terdapat gangguan layanan, keluhan pelanggan, atau kegagalan layanan tertentu, Perseroan menanganinya melalui mekanisme *customer handling*, *service recovery*, *contact center*, *customer service* pelabuhan, serta *refund management system* sesuai ketentuan yang berlaku. [OJK F.29]

The positive impacts of ASDP product and service development include, among others, increased public connectivity, smooth cargo distribution, support towards national mobility, enhanced customer experience, stronger digital services, and expanded transport access for areas requiring ferry transportation services. On the other hand, the Company also considers the potential negative impacts arising from service activities, such as maritime safety risks, port congestion, service disruptions, environmental pollution, and customer complaints. These risks are managed through safety management systems, risk management, operational oversight, complaint handling, service monitoring, and regular corrective follow-ups.

Throughout 2025, ASDP monitored compliance with regulations and provisions concerning health and safety in ferry transportation and port services. Monitoring was conducted through operational evaluations, safety oversight, internal audits, incident reporting, service inspections, and follow-ups on findings or recommendations from authorities.

Throughout 2025, there were no incidents of non-compliance with regulations or voluntary codes concerning the health and safety impacts of corporate products and services, whether resulting in fines, penalties, or warnings.

Regarding product recalls, the business characteristics of ASDP involve providing services, so the Company has no physical products recalled from the market. Nevertheless, if service disruptions, customer complaints, or specific service failures arise, the Company addresses them through customer handling mechanisms, service recovery, contact centers, port customer service, and the refund management system in accordance with applicable provisions. [OJK F.29]

MENGHADIRKAN PELAYANAN UNGGUL [OJK F.17]

DELIVERING SERVICE EXCELLENCE [OJK F.17]

Bagi ASDP, kualitas pelayanan merupakan faktor penting dalam menjaga keberlanjutan bisnis dan memperkuat kepercayaan pelanggan. Sebagai perusahaan yang bergerak di sektor transportasi publik, Perseroan terus mendorong transformasi layanan yang berorientasi pada keselamatan, kenyamanan, kemudahan akses, dan pengalaman pelanggan secara menyeluruh. Pendekatan tersebut dilakukan melalui penguatan standar layanan, digitalisasi proses operasional, serta peningkatan kompetensi sumber daya manusia di seluruh titik layanan penyeberangan dan kepelabuhanan.

Sepanjang tahun 2025, ASDP melanjutkan berbagai inisiatif transformasi pelayanan untuk mendukung terciptanya layanan yang lebih modern, responsif, dan terintegrasi. Perseroan memperkuat konsistensi kualitas layanan melalui standardisasi operasional di pelabuhan dan kapal, optimalisasi *service touch point*, pengembangan budaya *hospitality frontliners*, serta penguatan mekanisme *service recovery* guna meningkatkan kepuasan dan loyalitas pelanggan. [OJK F.26]

Komitmen Perseroan dalam menghadirkan pelayanan unggul diwujudkan melalui berbagai upaya, antara lain:

1. Memberikan pelayanan yang optimal dan setara kepada seluruh konsumen tanpa diskriminasi;
2. Menetapkan harga yang adil dan wajar sesuai tarif yang ditetapkan Pemerintah;
3. Menjaga kerahasiaan data konsumen dan memastikan data tidak dibagikan kepada pihak yang tidak berkepentingan;
4. Menyampaikan informasi layanan secara akurat dan berperilaku etis sesuai norma yang berlaku;
5. Menyediakan saluran yang mudah diakses untuk menerima kritik dan saran, termasuk layanan 24 jam setiap hari; dan
6. Melaksanakan survei kepuasan pelanggan secara berkala.

Dalam penerapan pelayanan pengguna jasa, ASDP mengacu pada Peraturan Menteri Perhubungan Republik Indonesia No. PM 39 Tahun 2019 tentang Standar Pelayanan Penumpang Angkutan Penyeberangan dan Peraturan

For ASDP, service quality is an important factor in maintaining business sustainability and strengthening customer trust. As a company engaged in the public transportation sector, the Company continues to drive service transformation oriented toward safety, comfort, ease of access, and an overall customer experience. This approach is carried out through the strengthening of service standards, digitalization of operational processes, and competency development for human resources across all ferry and port service points.

Throughout 2025, ASDP continued various service transformation initiatives to support the delivery of more modern, responsive, and integrated services. The Company strengthened service quality consistency through the standardization of operations at ports and on vessels, optimization of service touch points, development of a hospitality culture among frontliners, and strengthening of service recovery mechanisms to improve customer satisfaction and loyalty. [OJK F.26]

The Company's commitment to delivering service excellence is realized through various efforts, including:

1. Providing optimal and equal services to all customers without discrimination;
2. Setting fair and reasonable prices in accordance with tariffs determined by the Government;
3. Maintaining the confidentiality of customer data and ensuring that such data is not shared with unauthorized parties;
4. Providing accurate service information and acting ethically in accordance with applicable norms;
5. Providing easily accessible channels for receiving criticism and suggestions, including 24-hour daily services; and
6. Conducting customer satisfaction surveys periodically.

In implementing service delivery to users, ASDP refers to Regulation of the Minister of Transportation of the Republic of Indonesia No. PM 39 of 2019 concerning Service Standards for Ferry Transportation Passengers and Regulation of the



Menteri Perhubungan Republik Indonesia No. PM 62 Tahun 2019 tentang Standar Pelayanan Minimal Angkutan Penyeberangan. Untuk memperkuat implementasinya, Perseroan juga menetapkan sejumlah kebijakan internal yang menjadi pedoman operasional pelayanan, antara lain:

1. Keputusan Direksi PT ASDP Indonesia Ferry (Persero) No. KD.226/HK.002/ASDP-2023 tentang Standar *Hospitality Frontliners*, yang menjadi acuan peningkatan profesionalisme dan kualitas layanan frontliners;
2. Keputusan Direksi PT ASDP Indonesia Ferry (Persero) No. KD.217/OP.204/ASDP-2022 tentang Desain *Service Touch Point*, yang menjadi panduan konsistensi pelaksanaan layanan, pola interaksi dengan pengguna jasa, pemantauan, dan perbaikan kualitas pelayanan; dan
3. Keputusan Direksi PT ASDP Indonesia Ferry (Persero) No. KD.437/HK.002/ASDP-2023 tentang *Service Recovery Guidance* di lingkungan perusahaan.

Perseroan berkomitmen untuk memberikan layanan penyeberangan dan kepelabuhanan secara setara kepada seluruh pengguna jasa tanpa membedakan latar belakang, wilayah, maupun karakteristik pelanggan. Komitmen tersebut diwujudkan melalui penerapan standar pelayanan yang konsisten, peningkatan kualitas operasional dan keselamatan layanan, serta penyediaan mekanisme komunikasi dan pengaduan pelanggan yang terbuka dan responsif. Perseroan juga memastikan bahwa pelanggan memperoleh akses informasi layanan yang memadai melalui pengembangan sistem digitalisasi layanan, informasi jadwal, serta kanal layanan pelanggan sebagai bagian dari upaya menjaga kepercayaan dan kepuasan pengguna jasa. [OJK F.3]

Sepanjang tahun 2025, tidak terdapat produk/jasa yang ditarik kembali dari pasar akibat isu kualitas maupun keamanan. Perseroan terus menjaga kualitas dan keandalan layanan operasional melalui penerapan standar keselamatan pelayanan, pemeliharaan armada dan fasilitas pelabuhan secara berkala, serta penguatan sistem pengawasan operasional. Selain itu, Perseroan juga melanjutkan standarisasi layanan pada sejumlah lokasi strategis untuk mendukung peningkatan *customer experience*, keselamatan pelanggan, serta keandalan layanan penyeberangan. Upaya tersebut dilakukan sebagai bagian dari komitmen Perseroan dalam menyediakan layanan transportasi yang aman, andal, dan berkelanjutan. [OJK F.27] [OJK F.29]

Minister of Transportation of the Republic of Indonesia No. PM 62 of 2019 concerning Minimum Service Standards for Ferry Transportation. To strengthen its implementation, the Company has also established a number of internal policies that serve as operational service guidelines, including:

1. Decree of the Board of Directors of PT ASDP Indonesia Ferry (Persero) No. KD.226/HK.002/ASDP-2023 concerning Hospitality Frontliners Standards, which serves as a reference for improving the professionalism and service quality of frontliners;
2. Decree of the Board of Directors of PT ASDP Indonesia Ferry (Persero) No. KD.217/OP.204/ASDP-2022 concerning Service Touch Point Design, which serves as a guideline for service implementation consistency, interaction patterns with service users, monitoring, and service quality improvement; and
3. Decree of the Board of Directors of PT ASDP Indonesia Ferry (Persero) No. KD.437/HK.002/ASDP-2023 concerning Service Recovery Guidance within the Company.

The Company is committed to providing ferry and port services equally to all service users, without distinction based on customer background, region, or characteristics. This commitment is realized through the consistent implementation of service standards, improvement of operational quality and service safety, as well as the provision of open and responsive customer communication and complaint mechanisms. The Company also ensures that customers have adequate access to service information through the development of service digitalization systems, schedule information, and customer service channels as part of its efforts to maintain the trust and satisfaction of service users. [OJK F.3]

Throughout 2025, there were no products/services recalled from the market due to quality or safety issues. The Company continues to maintain the quality and reliability of operational services through the implementation of shipping safety standards, periodic maintenance of fleets and port facilities, as well as the strengthening of operational supervision systems. In addition, the Company also continued service standardization at several strategic locations to support improvements in customer experience, customer safety, and ferry service reliability. These efforts are carried out as part of the Company's commitment to providing safe, reliable, and sustainable transportation services. [OJK F.27] [OJK F.29]

Dalam mendukung kualitas layanan dan tata kelola operasional, Perseroan juga terus memperkuat penerapan berbagai standar dan sistem manajemen yang diakui secara nasional maupun internasional. Hingga tahun 2025, Perseroan mempertahankan sertifikasi ISO 37001:2016 Sistem Manajemen Anti Penyuapan sebagai bentuk komitmen terhadap penerapan tata kelola perusahaan yang baik dan pencegahan praktik korupsi. Selain itu, Perseroan juga mempertahankan sertifikasi ISO 9001:2015 Sistem Manajemen Mutu untuk memastikan konsistensi kualitas layanan dan proses operasional, serta ISO 45001:2018 Sistem Manajemen Keselamatan dan Kesehatan Kerja sebagai bagian dari upaya menciptakan lingkungan kerja yang aman dan sehat bagi pekerja maupun pengguna jasa. Perseroan juga memperoleh Sertifikat Penghargaan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) sebagai bentuk pengakuan atas implementasi budaya keselamatan kerja yang dijalankan secara berkelanjutan.

Implementasi berbagai standar dan sistem manajemen tersebut menjadi bagian dari komitmen Perseroan dalam menjaga kualitas layanan, meningkatkan efektivitas operasional, memperkuat budaya kepatuhan dan keselamatan, serta mendukung penerapan praktik bisnis yang bertanggung jawab dan berkelanjutan dalam industri transportasi penyeberangan dan kepelabuhanan. [OJK F.28]

Selain memperkuat standar layanan internal, ASDP juga berpartisipasi aktif dalam berbagai program peningkatan kualitas pelayanan publik yang diselenggarakan oleh Kementerian PANRB dan Kementerian Perhubungan Republik Indonesia. Keterlibatan tersebut menjadi bagian dari komitmen Perseroan untuk terus meningkatkan kualitas layanan publik yang adaptif terhadap kebutuhan pelanggan dan perkembangan industri transportasi nasional.

Sepanjang periode pelaporan, tidak terdapat pelanggaran privasi pelanggan maupun insiden kebocoran atau kehilangan data pelanggan.

In supporting service quality and operational governance, the Company also continues to strengthen the implementation of various nationally and internationally recognized standards and management systems. As of 2025, the Company maintained ISO 37001:2016 Anti-Bribery Management System certification as a form of commitment to implementing good corporate governance and preventing corrupt practices. In addition, the Company also maintained ISO 9001:2015 Quality Management System certification to ensure the consistency of service quality and operational processes, as well as ISO 45001:2018 Occupational Health and Safety Management System certification as part of its efforts to create a safe and healthy working environment for both workers and service users. The Company also received the Occupational Health and Safety Management System (OHSMS) Award Certificate as a form of recognition for the continuous implementation of a workplace safety culture.

The implementation of these various standards and management systems forms part of the Company's commitment to maintaining service quality, improving operational effectiveness, strengthening a culture of compliance and safety, and supporting the implementation of responsible and sustainable business practices in the ferry transportation and port industry. [OJK F.28]

In addition to strengthening internal service standards, ASDP also actively participates in various public service quality improvement programs organized by the Ministry of Administrative and Bureaucratic Reform and the Ministry of Transportation of the Republic of Indonesia. This involvement forms part of the Company's commitment to continuously improving public service quality that is adaptive to customer needs and developments in the national transportation industry.

Throughout the reporting period, there were no customer privacy violations or incidents of customer data leakage or loss.



SURVEI KEPUASAN PELANGGAN [OJK F.30]

CUSTOMER SATISFACTION SURVEY [OJK F.30]

Sebagai bagian dari komitmen untuk menghadirkan pelayanan unggul dan mendukung transformasi bisnis berkelanjutan, ASDP secara rutin melaksanakan survei kepuasan pelanggan untuk mengukur kualitas layanan serta memahami pengalaman pengguna jasa secara menyeluruh. Pelaksanaan survei ini sejalan dengan komitmen Perseroan dalam meningkatkan *customer experience*, memperkuat loyalitas pelanggan, serta memastikan layanan penyeberangan yang aman, nyaman, dan andal.

Survei kepuasan pelanggan dilakukan setiap tahun dengan melibatkan konsultan independen guna memastikan objektivitas hasil pengukuran dan memperoleh masukan pelanggan secara komprehensif. Pengumpulan data dilakukan melalui penyebaran kuesioner kepada pengguna jasa di pelabuhan dan kapal ASDP maupun operator lain sebagai pembanding. Lingkup pengukuran mencakup tingkat kepuasan dan loyalitas pelanggan terhadap ASDP, tingkat keterikatan pelanggan (*customer engagement*), perbandingan kualitas layanan dengan perusahaan pesaing, analisis kesenjangan antara harapan dan layanan yang diterima, hingga ekspektasi pelanggan terhadap pengembangan layanan Perseroan di masa mendatang.

Pada tahun 2025, ASDP bekerja sama dengan Populix dalam pelaksanaan *Customer Satisfaction Index* (CSI) yang bertujuan mengidentifikasi faktor utama yang memengaruhi kepuasan pelanggan, mengevaluasi kualitas layanan di area pelabuhan dan kapal, serta menyusun rekomendasi strategis untuk peningkatan layanan dan loyalitas pelanggan.

Sebagai tindak lanjut atas hasil survei, ASDP terus memperkuat berbagai inisiatif peningkatan layanan, termasuk pengembangan sistem *contact center omnichannel* terintegrasi, penguatan layanan *customer service* di pelabuhan utama, implementasi *Service Touch Point Monitoring*, program *service recovery*, serta pelatihan peningkatan kualitas pelayanan frontliners. Perseroan juga melakukan peningkatan fasilitas pelabuhan dan kapal untuk memastikan pengalaman pelanggan yang lebih baik dan konsisten di seluruh titik layanan.

As part of its commitment to delivering service excellence and supporting sustainable business transformation, ASDP regularly conducts customer satisfaction surveys to measure service quality and understand the overall customer experience. The implementation of this survey is in line with the Company's commitment to improving customer experience, strengthening customer loyalty, and ensuring safe, comfortable, and reliable services.

The customer satisfaction survey is conducted annually with the involvement of an independent consultant to ensure the objectivity of measurement results and obtain comprehensive customer feedback. Data collection is carried out through the distribution of questionnaires to service users at ASDP ports and vessels, as well as those of other operators for benchmarking purposes. The measurement scope includes customer satisfaction and loyalty toward ASDP, customer engagement, comparison of service quality with competitors, gap analysis between expectations and services received, as well as customer expectations for the Company's future service development.

In 2025, ASDP collaborated with Populix in conducting the Customer Satisfaction Index (CSI), which aimed to identify the main factors influencing customer satisfaction, evaluate service quality in port and vessel areas, and develop strategic recommendations for improving services and customer loyalty.

As a follow-up to the survey results, ASDP continues to strengthen various service improvement initiatives, including the development of an integrated contact center omnichannel system, strengthening of customer service at main ports, implementation of *Service Touch Point Monitoring*, service recovery programs, and training to improve frontliner service quality. The Company also enhances port and vessel facilities to ensure a better and more consistent customer experience across all service points.

NILAI INDEKS KEPUASAN PELANGGAN CUSTOMER SATISFACTION INDEX SCORE

Tahun Year	Nilai Indeks Index Score	Skala Scale
2025	3,34	4
2024	5,43	6
2023	5,34	6

Catatan | Notes:

- Terdapat perubahan metodologi pengukuran. Survei tahun 2023-2024 menggunakan skala 6,00, sedangkan tahun 2025 menggunakan skala 4,00. | There is a change in measurement methodology. The 2023-2024 surveys used a 6.00 scale, while the 2025 survey used a 4.00 scale.

PENANGANAN PENGADUAN PELANGGAN [GRI 2-25] CUSTOMER COMPLAINT HANDLING [GRI 2-25]

ASDP memandang keluhan, masukan, dan aspirasi pelanggan sebagai bagian penting dalam upaya meningkatkan kualitas layanan dan memperkuat pengalaman pelanggan secara berkelanjutan. Perseroan berkomitmen menjamin hak setiap pelanggan untuk menyampaikan pendapat, saran, maupun pengaduan sesuai Pasal 4 Undang-Undang No. 8 Tahun 1999 tentang Perlindungan Konsumen. Komitmen tersebut diwujudkan melalui penyediaan mekanisme pengaduan yang mudah diakses, responsif, dan transparan sebagai bagian dari upaya remediasi atas dampak negatif yang mungkin dialami pelanggan selama menggunakan layanan Perseroan.

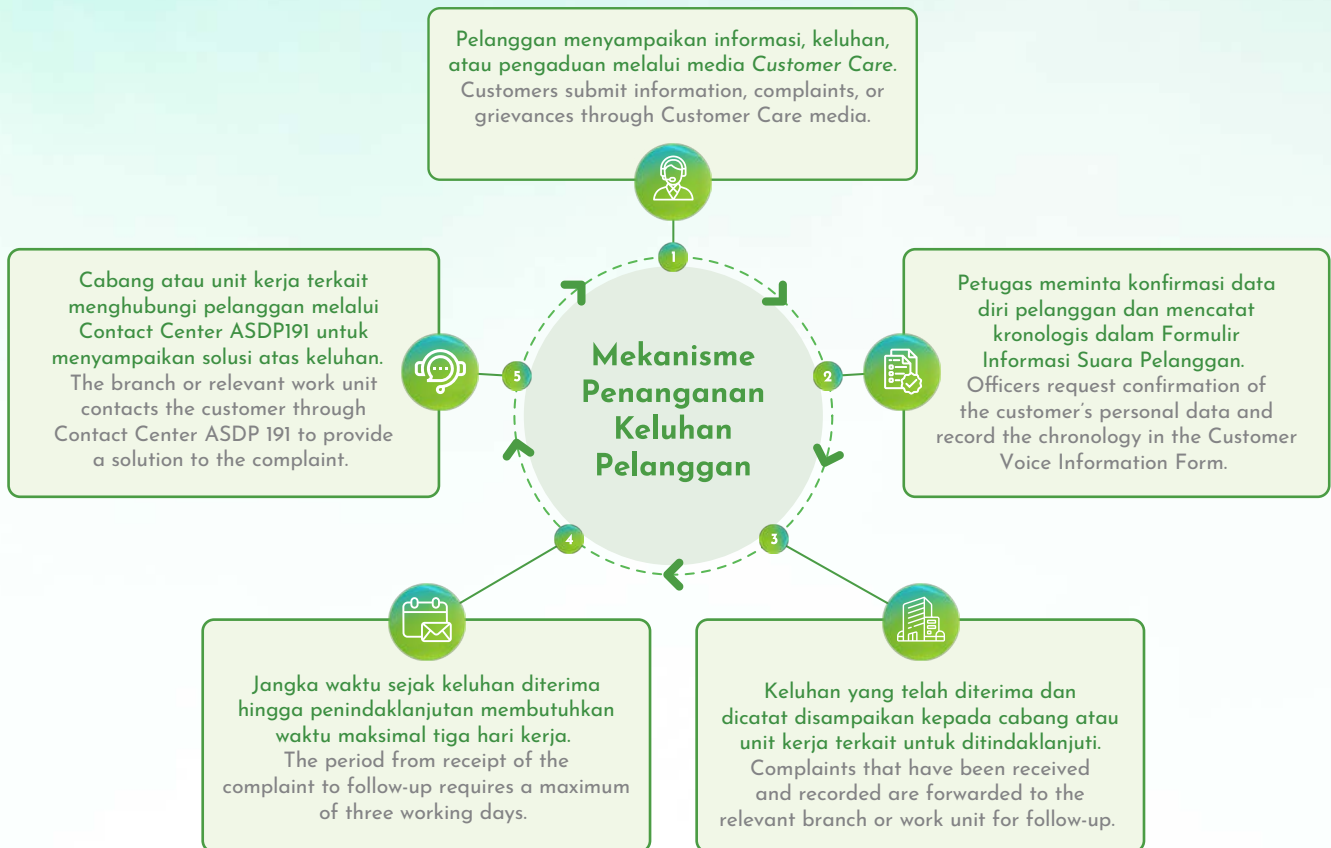
Untuk mendukung pengelolaan pengaduan secara efektif, ASDP mengoperasikan *Contact Center ASDP 191* yang dapat diakses melalui berbagai kanal komunikasi, antara lain telepon, *SMS Center*, *email*, media sosial resmi, serta layanan pengaduan langsung di pelabuhan dan kantor operasional. Pengelolaan suara pelanggan pada tahun 2025 juga diperkuat melalui pengembangan sistem *Contact Center ASDP 191* berbasis omnichannel terintegrasi, implementasi *chatbot AI*, serta *monitoring* dan *evaluasi customer handling* secara berkala guna meningkatkan efektivitas respons dan kualitas layanan kepada pelanggan.

ASDP recognizes customer complaints, feedback, and aspirations as an important part of continuously improving service quality and strengthening the customer experience. The Company is committed to ensuring the right of every customer to submit opinions, suggestions, and complaints in accordance with Article 4 of Law No. 8 of 1999 concerning Consumer Protection. This commitment is realized through the provision of an accessible, responsive, and transparent complaint mechanism as part of efforts to remediate negative impacts that customers may experience when using the Company's services.

To support effective complaint management, ASDP operates *Contact Center ASDP 191*, which can be accessed through various communication channels, including telephone, *SMS Center*, *email*, official social media, as well as direct complaint services at ports and operational offices. In 2025, customer voice management was also strengthened through the development of an integrated omnichannel-based *Contact Center ASDP 191* system, *AI chatbot* implementation, and regular monitoring and evaluation of customer handling to improve response effectiveness and service quality for customers.



MEKANISME PENANGANAN KELUHAN PELANGGAN CUSTOMER COMPLAINT HANDLING MECHANISM



ASDP mengatur proses penyelesaian pengaduan pelanggan melalui Kebijakan Standar Mutu Pelayanan yang menjadi pedoman bagi seluruh unit kerja dalam menangani dan menyelesaikan pengaduan pelanggan secara terstruktur. Mekanisme penanganan pengaduan dimulai dari penerimaan keluhan melalui media *customer care*, pencatatan kronologis dan identitas pelanggan, penyampaian pengaduan kepada unit kerja terkait, hingga penyampaian solusi kepada pelanggan dalam jangka waktu maksimal tiga hari kerja. Sebagai bagian dari *service recovery*, Perseroan juga melakukan tindak lanjut atas keluhan pelanggan melalui pemberian solusi, pendampingan pelanggan, evaluasi akar masalah, serta perbaikan proses layanan untuk mencegah terulangnya permasalahan serupa.

Dalam meningkatkan efektivitas mekanisme pengaduan, ASDP secara berkala melibatkan pelanggan melalui survei kepuasan pelanggan, pengukuran *Customer Satisfaction Index* (CSI), *Net Promoter Score* (NPS), serta berbagai kanal suara pelanggan untuk memperoleh masukan terhadap kualitas layanan dan efektivitas penanganan pengaduan. Hasil evaluasi tersebut digunakan sebagai dasar perbaikan layanan, penguatan kualitas customer handling, serta pengembangan pengalaman pelanggan di seluruh titik layanan Perseroan.

ASDP regulates the customer complaint resolution process through the Service Quality Standard Policy, which serves as a guideline for all work units in handling and resolving customer complaints in a structured manner. The complaint handling mechanism begins with receiving complaints through customer care media, recording the chronology and customer identity, forwarding complaints to the relevant work units, and delivering solutions to customers within a maximum of three working days. As part of service recovery, the Company also follows up on customer complaints by providing solutions, assisting customers, evaluating root causes, and improving service processes to prevent similar issues from recurring.

To improve the effectiveness of the complaint mechanism, ASDP periodically engages customers through customer satisfaction surveys, Customer Satisfaction Index (CSI) measurements, Net Promoter Score (NPS), and various customer voice channels to obtain feedback on service quality and the effectiveness of complaint handling. The results of these evaluations are used as the basis for service improvements, strengthening the quality of customer handling, and developing the customer experience across all of the Company's service points.

SALURAN LAYANAN PENGADUAN PELANGGAN CUSTOMER COMPLAINT SERVICE CHANNELS



Call Center
(021) 191



SMS Center
08111-021191



Email

- pelanggan@indonesiaferry.co.id
- cs@indonesiaferry.co.id
- cs@asdp.id



Media sosial | Social media
@informasiASDP
@asdp191



Alamat | Address
PT ASDP Indonesia Ferry Building,
Jalan Jend. Achmad Yani Kav. 52A,
Cempaka Putih Timur, Jakarta Pusat,
10510, Indonesia

REKAPITULASI SUARA PELANGGAN TAHUN 2025 CUSTOMER FEEDBACK RECAPITULATION IN 2025

Kategori Category	Jumlah Total
Total Suara Pelanggan Total Customer Feedback	285.799
Permintaan Informasi Information Requests	194.190
Keluhan Pelanggan Customer Complaints	28.383
Apresiasi Pelanggan Customer Appreciation	3.007
Saran dan Masukan Lainnya Other Suggestions And Feedback	290
Tingkat Penyelesaian Keluhan Complaint Resolution Rate	99,74%

Efektivitas mekanisme pengaduan dipantau melalui tingkat penyelesaian keluhan, kecepatan respons layanan, *monitoring* suara pelanggan, serta evaluasi berkala terhadap implementasi *customer handling* dan *service recovery* di seluruh cabang operasional. Sepanjang tahun 2025, seluruh pengaduan pelanggan yang diterima melalui saluran resmi Perseroan telah ditindaklanjuti dengan tingkat penyelesaian keluhan mencapai 99,74%. Seluruh suara pelanggan digunakan sebagai dasar evaluasi berkelanjutan untuk memperkuat kualitas layanan, meningkatkan kenyamanan pengguna jasa, serta menjaga kepercayaan pelanggan terhadap layanan ASDP.

The effectiveness of the complaint mechanism is monitored through the complaint resolution rate, service response speed, customer feedback monitoring, and periodic evaluations of customer handling and service recovery implementation across all operational branches. Throughout 2025, all customer complaints received through the Company's official channels were followed up, with the complaint resolution rate reaching 99.74%. All customer feedback is used as a basis for continuous evaluation to strengthen service quality, improve service user comfort, and maintain customer trust in ASDP's services.



PRAKTIK BISNIS RAMAH LINGKUNGAN

ENVIRONMENTALLY FRIENDLY BUSINESS PRACTICES



KOMITMEN PENGELOLAAN DAMPAK LINGKUNGAN

COMMITMENT TO ENVIRONMENTAL IMPACT MANAGEMENT

Perseroan berkomitmen untuk menjalankan kegiatan usaha dengan memperhatikan prinsip perlindungan dan pengelolaan lingkungan secara bertanggung jawab. Pada tahun 2025, operasional ASDP didukung oleh 27 cabang, 37 pelabuhan, serta Kantor Pusat yang menunjang layanan penyeberangan dan kepelabuhanan di berbagai wilayah Indonesia.

Seluruh wilayah operasional ASDP tidak terletak di dalam atau di sekitar kawasan lindung maupun daerah konservasi dengan tingkat keanekaragaman hayati yang tinggi. Dengan demikian, aktivitas operasional Perseroan tidak menimbulkan dampak langsung terhadap kawasan lindung maupun habitat dengan sensitivitas ekologis tinggi. Meski demikian, Perseroan tetap memandang perlindungan keanekaragaman hayati, khususnya ekosistem pesisir dan perairan, sebagai bagian penting dari pengelolaan lingkungan yang perlu terus diperkuat sejalan dengan arah keberlanjutan dan *Roadmap ESG ASDP*. [OJK F.9]

Komitmen ASDP dalam menjalankan bisnis yang bertanggung jawab terhadap lingkungan, dengan berpegang pada standar lingkungan berkelanjutan, didasari oleh Keputusan Direksi Nomor 34/HK.002/ASDP/2014 tentang Pemberlakuan Sistem Manajemen Keselamatan dan Perlindungan Lingkungan serta pemenuhan dokumen lingkungan hidup yang relevan. Kebijakan tersebut menjadi dasar pengelolaan aspek keselamatan, kesehatan kerja, dan perlindungan lingkungan dalam kegiatan operasional Perseroan.

Dalam pelaksanaannya, pengelolaan lingkungan juga mengacu pada regulasi nasional dan kerangka keberlanjutan yang relevan, antara lain:

1. Undang-Undang Nomor 32 Tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup, sebagaimana telah diubah terakhir melalui ketentuan peraturan perundang-undangan yang berlaku;
2. Peraturan Pemerintah Nomor 22 Tahun 2021 tentang Penyelenggaraan Perlindungan dan Pengelolaan Lingkungan Hidup;
3. Peraturan Presiden Nomor 110 Tahun 2025 tentang Penyelenggaraan Instrumen Nilai Ekonomi Karbon dan Pengendalian Emisi Gas Rumah Kaca Nasional;

The Company is committed to conducting its business activities by upholding the principles of responsible environmental protection and management. In 2025, ASDP's operations were supported by 27 branches, 37 ports, and the Head Office, which support ferry and port services across various regions in Indonesia.

All ASDP operational areas are not located within or near protected areas or conservation areas with high biodiversity value. Therefore, the Company's operational activities do not have a direct impact on protected conservation areas or habitats with high ecological sensitivity. Nevertheless, the Company continues to view biodiversity protection, particularly coastal and aquatic ecosystems, as an important part of environmental management that needs to be continuously reinforced in alignment with ASDP's sustainability direction and ESG Roadmap. [OJK F.9]

ASDP's commitment to conducting environmentally responsible business, while adhering to sustainable environmental standards, is based on Board of Directors Decree No. 34/HK.002/ASDP/2014 concerning the Implementation of the Safety and Environmental Protection Management System, as well as the fulfilment of relevant environmental documents. This policy serves as the basis for managing occupational safety, health, and environmental protection aspects across the Company's operational activities.

In its implementation, environmental management also refers to relevant national regulations and sustainability frameworks, including:

1. Law No. 32 of 2009 concerning Environmental Protection and Management, as most recently amended by the provisions of the prevailing laws and regulations;
2. Government Regulation No. 22 of 2021 concerning the Implementation of Environmental Protection and Management;
3. Presidential Regulation No. 110 of 2025 concerning the Implementation of Carbon Economic Value Instruments and National Greenhouse Gas Emission Control;



4. Peraturan Pemerintah Nomor 79 Tahun 2014 tentang Kebijakan Energi Nasional; dan
5. Undang-Undang Nomor 17 Tahun 2019 tentang Sumber Daya Air, sebagaimana telah diubah dan/atau dicabut sebagian melalui ketentuan peraturan perundang-undangan yang berlaku.

Meskipun wilayah operasional Perseroan tidak berada di kawasan lindung, ASDP tetap menerapkan langkah-langkah pengendalian dampak lingkungan sebagai bagian dari tanggung jawab operasional. Perseroan mendorong agar seluruh aktivitas operasional tidak menimbulkan dampak negatif terhadap bentang alam maupun keanekaragaman hayati di sekitar wilayah kerja melalui kepatuhan terhadap regulasi lingkungan yang berlaku, pengelolaan sumber daya secara efisien, serta pemantauan berkala atas potensi dampak lingkungan.

Sepanjang tahun 2025, Perseroan telah menyelesaikan pemantauan lingkungan semester I pada bulan Juli 2025 dan semester II pada bulan Desember 2025. Perseroan juga terus memenuhi dokumen lingkungan untuk mendukung pengoperasian pelabuhan yang sehat, antara lain melalui penyusunan AMDAL Bakauheni Harbour City, dokumen lingkungan pembangunan Dermaga Baru Pelabuhan Tanjung Kelian Bangka, dokumen lingkungan pembangunan Dermaga Baru Tanjung Uban Batam, serta DPLH Pelabuhan Kamal dan DPLH Pelabuhan Kolaka. Upaya tersebut dilakukan sebagai bagian dari komitmen Perseroan dalam menjaga keseimbangan antara kegiatan operasional, kepatuhan lingkungan, dan perlindungan ekosistem di sekitar area operasional. [OJK F.10]

Sebagai bagian dari komitmen keberlanjutan dan pengelolaan dampak lingkungan, ASDP menerapkan mekanisme pengaduan yang transparan, responsif, dan terbuka bagi seluruh pemangku kepentingan. Mekanisme ini menjadi sarana bagi masyarakat, pengguna jasa, pekerja, maupun pihak lain di sekitar wilayah operasional untuk menyampaikan keluhan, masukan, atau laporan terkait dampak lingkungan yang berpotensi timbul dari kegiatan operasional Perseroan.

4. Government Regulation No. 79 of 2014 concerning the National Energy Policy; and
5. Law No. 17 of 2019 concerning Water Resources, as amended and/or partially revoked by the prevailing laws and regulations.

Although the Company's operational areas are not located within protected areas, ASDP continues to implement environmental impact control measures as part of its operational responsibility. The Company encourages all operational activities to avoid negative impacts on landscapes and biodiversity around its working areas through compliance with applicable environmental regulations, efficient resource management, and regular monitoring of potential environmental impacts.

Throughout 2025, the Company completed environmental monitoring for the first semester in July 2025 and for the second semester in December 2025. The Company also continued to fulfill environmental documentation requirements to support healthy port operations, including through the preparation of the AMDAL for Bakauheni Harbour City, environmental documents for the construction of the New Pier at Tanjung Kelian Port in Bangka, environmental documents for the construction of the New Pier at Tanjung Uban in Batam, as well as the DPLH for Kamal Port and the DPLH for Kolaka Port. These efforts were carried out as part of the Company's commitment to maintaining a balance between operational activities, environmental compliance, and ecosystem protection around its operational areas. [OJK F.10]

As part of its commitment to sustainability and environmental impact management, ASDP implements a grievance mechanism that is transparent, responsive, and open to all stakeholders. This mechanism serves as a channel for communities, service users, workers, and other parties around operational areas to submit complaints, feedback, or reports related to environmental impacts that may potentially arise from the Company's operational activities.

Setiap laporan atau pengaduan, khususnya yang berkaitan dengan aspek lingkungan hidup, diterima, dicatat, dan ditindaklanjuti oleh unit terkait sesuai dengan ruang lingkup permasalahan. Penanganan pengaduan dilakukan melalui koordinasi antara Divisi Pelayanan serta Divisi Keselamatan, Kesehatan, dan Lingkungan (K2L), termasuk dengan unit kerja di Kantor Regional dan Kantor Cabang apabila pengaduan berkaitan langsung dengan kegiatan operasional di wilayah tertentu.

Perseroan menyediakan berbagai saluran komunikasi bagi pemangku kepentingan melalui Kantor Pusat, Kantor Regional, Kantor Cabang, serta email resmi cs@asdp.id. Saluran tersebut menjadi bagian dari mekanisme pelibatan pemangku kepentingan sekaligus sarana untuk menerima, menindaklanjuti, dan mengevaluasi keluhan atau masukan yang berkaitan dengan kegiatan operasional Perseroan, termasuk isu lingkungan hidup.

Sepanjang tahun 2025, ASDP tidak menerima pengaduan terkait aspek lingkungan hidup dari masyarakat maupun pemangku kepentingan lainnya di sekitar wilayah operasional. Kondisi ini sejalan dengan upaya Perseroan dalam menjalankan kegiatan operasional sesuai ketentuan lingkungan yang berlaku, melakukan pemantauan lingkungan secara berkala, serta memperkuat pengelolaan dampak lingkungan melalui fungsi K2L di lingkungan Perseroan. [OJK F.16]

Each report or complaint, particularly those related to environmental aspects, is received, recorded, and followed up by the relevant unit in accordance with the scope of the issue. Complaint handling is carried out through coordination between the Service Division and the Safety, Health, and Environment (HSE) Division, including with work units at Regional Offices and Branch Offices when the complaint is directly related to operational activities in specific areas.

The Company provides various communication channels for stakeholders through the Head Office, Regional Offices, Branch Offices, and the official email address at cs@asdp.id. These channels form part of the stakeholder engagement mechanism and serve as a means to receive, follow up, and evaluate complaints or feedback related to the Company's operational activities, including environmental issues.

Throughout 2025, ASDP did not receive any complaints related to environmental aspects from communities or other stakeholders around its operational areas. This condition is in line with the Company's efforts to carry out operational activities in accordance with applicable environmental provisions, conduct regular environmental monitoring, and strengthen environmental impact management through the HSE function within the Company. [OJK F.16]



**Potensi Dampak & Risiko
Teridentifikasi**
Identified Potential Impacts & Risks**Pencemaran Air**
Water Pollution**Tindakan Penanggulangan**
Mitigation Measures

Melakukan pengelolaan air limbah dari aktivitas operasional kapal, pelabuhan, kantor, dan fasilitas pendukung sesuai ketentuan lingkungan yang berlaku; melakukan pemantauan kualitas air secara berkala; memastikan saluran drainase, fasilitas sanitasi, *septic tank*, dan sarana pengelolaan air limbah berfungsi dengan baik; serta melakukan pemeliharaan fasilitas pelabuhan, termasuk drainase dan jalur air, untuk mencegah pencemaran badan air di sekitar wilayah operasi.

Manage wastewater from ship, port, office, and ancillary facility operations in accordance with applicable environmental provisions; conduct regular water quality monitoring; ensure that drainage channels, sanitation facilities, septic tanks, and wastewater management facilities function properly; and maintain port facilities, including drainage and waterways, to prevent pollution of water bodies around operational areas.

Pencemaran Udara
Air Pollution

Mengoptimalkan penggunaan bahan bakar melalui pengaturan pola operasi kapal, pemeliharaan mesin dan armada secara berkala, serta penerapan teknologi dan sistem manajemen modern untuk meningkatkan efisiensi operasional. Perseroan juga mendorong kajian penggunaan teknologi yang lebih ramah lingkungan, termasuk potensi penggunaan energi terbarukan dan teknologi kapal yang lebih rendah emisi.

Optimize fuel use through the regulation of vessel operating patterns, regular engine and fleet maintenance, and the application of modern technology and management systems to improve operational efficiency. The Company also encourages studies on the use of more environmentally friendly technologies, including the potential use of renewable energy and lower-emission vessel technologies.

Kebisingan
Noise

Melakukan pemeliharaan berkala terhadap mesin kapal, kendaraan operasional, peralatan pelabuhan, dan fasilitas pendukung untuk menjaga tingkat kebisingan tetap terkendali; mengatur aktivitas operasional di area pelabuhan agar tidak mengganggu pengguna jasa dan masyarakat sekitar; serta menerapkan prosedur operasional dan pengawasan K2L untuk memastikan kegiatan operasional berjalan aman, tertib, dan sesuai standar keselamatan.

Conduct regular maintenance of vessel engines, operational vehicles, port equipment, and ancillary facilities to keep noise levels under control; regulate operational activities in port areas to avoid disrupting service users and surrounding communities; and implement operational procedures and HSE supervision to ensure that operational activities are carried out safely, orderly, and in accordance with safety standards.

Pencemaran Limbah B3
Hazardous Waste Contamination

Mengelola limbah B3 dari aktivitas operasional, seperti oli bekas, majun terkontaminasi, filter bekas, aki, lampu, dan bahan kimia pendukung, melalui pemilahan, penyimpanan sementara pada fasilitas yang sesuai, pencatatan, dan penyerahan kepada pihak ketiga berizin. Perseroan juga perlu memperkuat pengelolaan limbah melalui peningkatan kapasitas personel, penyediaan/optimalisasi TPS limbah, serta pengembangan fasilitas penerimaan limbah di pelabuhan sebagaimana diarahkan dalam *Roadmap ESG*.

Manage hazardous waste from operational activities, such as used oil, contaminated rags, used filters, batteries, lamps, and supporting chemicals, through segregation, temporary storage in appropriate facilities, recording, and handover to licensed third parties. The Company also needs to strengthen waste management by enhancing personnel capacity, providing and/or optimizing temporary waste storage facilities, and developing waste reception facilities at ports as directed in the ESG Roadmap.

**Tumpahan Minyak/
Bahan Bakar**
Oil/Fuel Spill

Menerapkan prosedur pencegahan dan penanganan tumpahan pada kegiatan *bunkering*, perawatan kapal, dan operasional pelabuhan; menyediakan perlengkapan tanggap darurat seperti *spill kit* di lokasi yang berisiko; melakukan inspeksi rutin terhadap tangki, selang, pipa, dan area penyimpanan bahan bakar; serta memastikan personel terkait memahami prosedur tanggap darurat untuk meminimalkan dampak terhadap perairan, tanah, dan ekosistem sekitar.

Implement spill prevention and response procedures for bunkering, vessel maintenance, and port operations; provide emergency response equipment such as spill kits in risk-prone locations; conduct routine inspections of tanks, hoses, pipes, and fuel storage areas; and ensure that relevant personnel understand emergency response procedures to minimize impacts on surrounding waters, soil, and ecosystems.

**Emisi dan Lalu Lintas
Kendaraan di Area
Pelabuhan**
Vehicle Emissions and
Traffic in Port Areas

Mengatur arus lalu lintas kendaraan di area pelabuhan untuk mengurangi kepadatan, waktu tunggu, dan potensi peningkatan emisi. Perseroan juga melakukan pengelolaan area parkir, pengaturan antrian kendaraan, serta penguatan sistem layanan berbasis digital untuk mendukung kelancaran mobilitas dan efisiensi operasional di pelabuhan.

Manage vehicle traffic flow in port areas to reduce congestion, waiting times, and the potential increase in emissions. The Company also manages parking areas, regulates vehicle queues, and strengthens digital-based service systems to support smooth mobility and operational efficiency at ports.

Sejalan dengan arah penguatan ESG Perseroan, ASDP terus memperkuat pengelolaan lingkungan melalui pencegahan dan mitigasi dampak negatif operasional, penerapan prinsip 3R (*Reduce, Reuse, Recycle*), peningkatan efisiensi pemanfaatan sumber daya, serta pengelolaan air, energi, dan limbah pada kegiatan operasional kapal maupun pelabuhan. Pengelolaan lingkungan juga diarahkan untuk mendukung perlindungan ekosistem pesisir dan perairan, serta mendorong pengembangan layanan penyeberangan yang lebih ramah lingkungan.

Perseroan menyiapkan program-program lingkungan yang bersifat jangka panjang dan menjadi pedoman dalam pelaksanaan operasional sehari-hari. Program tersebut dirancang untuk memastikan pengelolaan dampak lingkungan dilakukan secara terencana dan berkesinambungan, termasuk melalui pemenuhan dokumen lingkungan, pemantauan kualitas lingkungan, serta penguatan sistem manajemen lingkungan pada wilayah operasional. Pada tahun 2025, Perseroan merealisasikan biaya lingkungan hidup sebesar Rp11.570 juta yang dialokasikan untuk mendukung pemantauan lingkungan berkala, penyusunan dan pemenuhan dokumen lingkungan, pemeliharaan sarana pengendalian dampak lingkungan, serta dukungan terhadap program lingkungan. [OJK F.4]

In line with the Company's ESG strengthening direction, ASDP continues to enhance environmental management through the prevention and mitigation of negative operational impacts, the implementation of the 3R principles (*Reduce, Reuse, Recycle*), improved efficiency in resource utilization, as well as water, energy, and waste management in vessel and port operations. Environmental management is also directed toward supporting the protection of coastal and aquatic ecosystems, while encouraging the development of more environmentally friendly ferry services.

The Company prepares long-term environmental programs that serve as guidelines for day-to-day operational implementation. These programs are designed to ensure that environmental impact management is carried out in a planned and continuous manner, including through the fulfillment of environmental documents, environmental quality monitoring, and the strengthening of environmental management systems across operational areas. The Company incurred environmental expenses of Rp11,570 million, which were allocated to support periodic environmental monitoring, the preparation and compliance with environmental documentation, the maintenance of environmental impact control facilities, and support for environmental programs.[OJK F.4]

REALISASI BIAYA LINGKUNGAN (DALAM RUPIAH) [OJK F.4]
ENVIRONMENTAL EXPENDITURE REALIZATION (IN RUPIAH) [OJK F.4]

2025	2024	2023
11.569.513.145	10.838.629.110	11.873.910.092

PENGELOLAAN KONSUMSI ENERGI

ENERGY CONSUMPTION MANAGEMENT

Konsumsi energi merupakan aspek material bagi ASDP mengingat kegiatan usaha Perseroan bergantung pada pengoperasian kapal penyeberangan, pelabuhan, kantor, dan fasilitas pendukung yang memanfaatkan berbagai sumber energi. Sebagai pengguna energi dalam jumlah besar, Perseroan menyadari bahwa konsumsi bahan bakar armada dan listrik operasional merupakan sumber utama emisi gas rumah kaca sekaligus komponen biaya operasional yang signifikan. Ketergantungan pada bahan bakar fosil juga membuat Perseroan menghadapi risiko fluktuasi harga dan pasokan energi. Energi yang digunakan terutama berasal dari bahan bakar minyak untuk mendukung operasional armada kapal dan aktivitas pelabuhan, serta listrik untuk

Energy consumption is a material aspect for ASDP, considering that the Company's business activities depend on the operation of ferry vessels, ports, offices, and supporting facilities that utilize various energy sources. As a significant energy user, the Company recognizes that the fleet fuel consumption and operational electricity consumption constitute the primary sources of greenhouse gas (GHG) emissions, as well as a substantial component of operational costs. Dependence on fossil fuels also exposes the Company to risks associated with price fluctuations and energy supply instability. The energy used mainly comes from fuel oil to support vessel fleet operations and port activities, as well as electricity for buildings, offices, service



kebutuhan bangunan, kantor, sistem pelayanan, dan fasilitas operasional lainnya dengan memanfaatkan berbagai sumber energi, baik terbarukan maupun non-terbarukan.

Pengelolaan dilakukan melalui pencatatan dan evaluasi rutin atas penggunaan bahan bakar dan listrik, termasuk identifikasi peluang efisiensi pada kapal, pelabuhan, kantor, dan fasilitas pendukung. Upaya efisiensi juga dilakukan melalui optimalisasi operasional, penerapan teknologi kepelabuhanan dan pelayaran, analisis lintasan dan jadwal secara berkala, serta pemeliharaan armada untuk mengoptimalkan penggunaan kapal dan meningkatkan efisiensi bahan bakar. Pada tahun 2025, Perseroan juga memperkuat pemantauan kondisi armada melalui digitalisasi SIEMON dan *Planned Maintenance System* (PMS), yang mendukung pemantauan parameter mesin dan efektivitas pemeliharaan kapal. Hasil pemantauan tersebut menjadi dasar perbaikan berkelanjutan, termasuk penguatan sistem pencatatan energi, pengembangan *dashboard* energi-emisi, dan peningkatan kesadaran internal terhadap praktik hemat energi. [GRI 3-3]

Pada operasional kapal, Perseroan menggunakan Bahan Bakar Minyak (BBM) jenis Biosolar (B40) untuk mendukung kinerja mesin kapal dalam layanan penyeberangan. Sementara itu, untuk menunjang aktivitas pelabuhan, kantor, dan fasilitas pendukung, Perseroan juga menggunakan energi listrik dan bahan bakar diesel sesuai kebutuhan operasional masing-masing unit. Hingga saat ini, Perseroan memprioritaskan pencatatan konsumsi energi di dalam organisasi, sedangkan cakupan konsumsi energi di luar Perseroan masih akan diperkuat secara bertahap sejalan dengan peningkatan sistem pengumpulan data. *Roadmap ESG ASDP* juga mengarahkan Perseroan untuk menyusun SOP Manajemen Energi, melakukan kajian energi terbarukan atau alternatif, menetapkan target kuantitatif penghematan energi, melakukan verifikasi data energi oleh pihak independen, serta mengintegrasikan pengelolaan energi. [GRI 302-2]

systems, and other operational facilities, utilizing various energy sources, both renewable and non-renewable.

Management is carried out through routine recording and evaluation of fuel and electricity use, including the identification of efficiency opportunities on vessels, at ports, offices, and supporting facilities. Efficiency efforts are also carried out through operational optimization, the implementation of port and shipping technologies, periodic route and schedule analysis, as well as fleet maintenance to optimize vessel utilization and improve fuel efficiency. In 2025, the Company also strengthened fleet condition monitoring through the digitalization of SIEMON and the Planned Maintenance System (PMS), which support the monitoring of engine parameters and the effectiveness of vessel maintenance. The monitoring results serve as the basis for continuous improvement, including strengthening the energy recording system, developing an energy-emissions dashboard, and increasing internal awareness of energy-saving practices. [GRI 3-3]

In vessel operations, the Company uses Biosolar (B40) fuel oil to support vessel engine performance in ferry services. Meanwhile, to support port, office, and supporting facility activities, the Company also uses electricity and diesel fuel in accordance with the operational needs of each unit. To date, the Company has prioritized recording energy consumption within the organization, while the scope of energy consumption outside the Company will be strengthened gradually in line with improvements to the data collection system. ASDP's ESG Roadmap also directs the Company to prepare Energy Management SOPs, conduct studies on renewable or alternative energy, establish quantitative energy-saving targets, carry out energy data verification by an independent party, and integrate energy management. [GRI 302-2]

KONSUMSI ENERGI DALAM PERSEROAN [OJK F.6] [GRI 302-1] ENERGY CONSUMPTION WITHIN THE COMPANY [OJK F.6] [GRI 302-1]

Sumber Source	Satuan Unit	2025	2024	2023
Sumber Tidak Terbarukan Non-Renewable Sources				
Energi Listrik Electricity	GJ	203.730	835,4	68.722
Bensin Gasoline	GJ	9.263,08	8.647,34	7.858,81
Total Penggunaan Energi Tidak Terbarukan Total Non-Renewable Energy Consumption	GJ	212.993,08	9.482,74	76.580,81

Sumber Source	Satuan Unit	2025	2024	2023
Sumber Terbarukan Renewable Sources				
Bahan Bakar Biosolar Biosolar	GJ	2.488.847,11	2.483.759,24	2.344.626,39
Biosolar Non Kapal Biosolar Non-Ship	GJ	1.607,04	1.829,77	1.373,52
Total Penggunaan Energi Terbarukan Total Renewable Energy Consumption	GJ	2.490.454,15	2.485.589,01	2.345.999,91
Total Penggunaan Energi Perseroan Company's Total Energy Consumption	GJ	2.703.447,23	2.495.071,75*	2.422.580,72*

Catatan | Notes:

*Data dinyatakan kembali atas reklasifikasi penggunaan energi dengan memuat jumlah liter penggunaan bahan bakar dan meliputi tanpa perubahan konsumsi aktual, sehingga total penggunaan energi turut disesuaikan. | Data has been restated following the reclassification of energy consumption to include fuel volume in liters, expanding the reporting boundary without changes to actual underlying consumption; total energy consumption has been adjusted accordingly.

- Batasan organisasi yang digunakan ialah pendekatan kontrol operasional di pelabuhan untuk kapal bersandar, dan mencakup Kantor Pusat yang berada di Jakarta. | The organizational boundary used is the operational control approach at ports for docking vessels, including the Head Office located in Jakarta.
- Bahan Bakar dari Sumber Terbarukan adalah biosolar yang digunakan untuk kapal maupun operasional cabang. | Fuel from Renewable Sources is biosolar, which is used for ships and branch operations.
- Pedoman yang digunakan untuk menghitung total penggunaan energi mengacu pada Pedoman Penyelenggaraan Inventarisasi Gas Rumah Kaca Nasional Buku II - Volume 1: Metodologi Perhitungan Tingkat Emisi Gas Rumah Kaca (Kegiatan Pengadaan dan Penggunaan Energi), yang selaras dengan praktik terbaik internasional, seperti GHG Protocol. | The guidelines used to calculate total energy consumption refer to the Guidelines for the Implementation of the National Greenhouse Gas Inventory, Book II - Volume 1: Methodology for Calculating Greenhouse Gas Emission Levels (Energy Procurement and Use Activities), which are aligned with international best practices, such as the GHG Protocol.

ASDP secara konsisten menerapkan langkah-langkah strategis untuk meminimalkan dampak lingkungan melalui optimalisasi pemanfaatan energi dan peningkatan efisiensi operasional. Salah satu bentuk implementasinya adalah penggunaan bahan bakar berbasis *biofuel* dalam operasional kapal, sejalan dengan kebijakan nasional terkait pencampuran biodiesel pada bahan bakar minyak. Program ini diawali dengan penerapan B20 yang merupakan campuran 20% biodiesel dan 80% solar sejak 1 September 2018, kemudian ditingkatkan ke penggunaan B30 yang mengandung 30% FAME (*Fatty Acid Methyl Ester*), dilanjutkan dengan penggunaan B35, dan sejak tahun 2024 mulai mengadopsi bahan bakar jenis B40 untuk mendukung operasional kapal dan pelabuhan. [OJK F.5]

ASDP consistently implements strategic measures to minimize environmental impacts through the optimization of energy use and improvement of operational efficiency. One form of implementation is the use of biofuel-based fuel in vessel operations, in line with the national policy on biodiesel blending in fuel oil. This program began with the implementation of B20, a blend of 20% biodiesel and 80% diesel fuel, since 1 September 2018, which was then increased to the use of B30 containing 30% FAME (*Fatty Acid Methyl Ester*), followed by the use of B35, and since 2024, the adoption of B40 fuel to support vessel and port operations. [OJK F.5]

INTENSITAS ENERGI [GRI 302-3] ENERGY INTENSITY [GRI 302-3]

Sumber Source	Satuan Unit	2025	2024	2023
Total Konsumsi Energi Kapal Total Ship Energy Consumption	GJ	2.703.447	2.495.071,75	2.422.580,72
Jumlah Penumpang Number of Passengers	Orang Person	5.713.288	4.309.845	4.319.302
Intensitas Energi Energy Intensity	GJ/Orang GJ/Person	0,47	0,58*	0,56*

Catatan | Note:

*Data dinyatakan kembali atas reklasifikasi penggunaan energi dengan memuat jumlah liter penggunaan bahan bakar dan meliputi tanpa perubahan konsumsi aktual, sehingga intensitas energi turut disesuaikan. | Data has been restated following the reclassification of energy consumption to include fuel volume in liters without changes to actual underlying consumption, resulting in a corresponding adjustment to energy intensity.



Dalam kerangka penguatan pengelolaan lingkungan dan efisiensi operasional, ASDP memperkuat implementasi Program *Green Port* sebagai salah satu inisiatif untuk mendukung operasional pelabuhan yang lebih ramah lingkungan. Pada tahun 2025, realisasi Program *Green Port* meliputi Instalasi Pengolahan Air Limbah Pelabuhan Bakauheni, Instalasi Pengolahan Air Limbah Pelabuhan Merak, dan Pemasangan PLTS Atap Dermaga 2 Bakauheni.

ASDP juga mendukung efisiensi energi melalui pemanfaatan infrastruktur kelistrikan pelabuhan, termasuk Anjungan Listrik Mandiri (ALMA) dan Stasiun Pengisian Listrik Kapal Sandar (SPLiKS). Fasilitas ini mendukung penyediaan listrik bagi kapal yang sedang bersandar serta aktivitas operasional pelabuhan, sehingga dapat mengurangi ketergantungan terhadap penggunaan generator berbahan bakar minyak pada saat kapal berada di pelabuhan. SPLiKS juga dikembangkan sebagai bagian dari peningkatan layanan kelistrikan kapal sandar, termasuk melalui fitur pencatatan pemakaian listrik yang lebih rinci bagi pengguna.

Pada tahun 2025, ASDP melanjutkan optimalisasi pemanfaatan ALMA sebagai infrastruktur penyedia listrik di area pelabuhan untuk mendukung kebutuhan kapal yang sedang bersandar serta aktivitas operasional pelabuhan. Pemanfaatan ALMA menjadi bagian dari upaya Perseroan dalam mengurangi ketergantungan terhadap sumber energi berbasis bahan bakar minyak pada saat kapal berada di pelabuhan, sekaligus meningkatkan efisiensi penggunaan energi di lingkungan operasional. Fasilitas ini didukung oleh Stasiun Pengisian Listrik Umum (SPLU) dengan kapasitas daya antara 5.500 VA hingga 23.000 VA yang dapat digunakan untuk mendukung kebutuhan listrik kapal, fasilitas pelabuhan, serta aktivitas pendukung lainnya.

Melalui pemanfaatan SPLU, kegiatan operasional di kawasan pelabuhan seperti penyediaan listrik untuk kapal sandar, aktivitas bongkar muat, pengoperasian fasilitas pendukung, serta kebutuhan layanan pelabuhan dapat dilakukan secara lebih efisien dan rendah emisi dibandingkan penggunaan peralatan berbahan bakar fosil secara langsung. Selain mendukung kelancaran operasional, keberadaan ALMA juga memperkuat implementasi konsep *Green Port* melalui penyediaan infrastruktur energi yang lebih bersih, efisien, dan dapat mendukung aktivitas ekonomi masyarakat di sekitar kawasan pelabuhan. Pada periode pelaporan, Perseroan terus mendorong pemantauan dan evaluasi pemanfaatan ALMA/SPLU sebagai bagian dari penguatan program efisiensi energi di wilayah operasional ASDP.

Within the framework of strengthening environmental management and operational efficiency, ASDP reinforces the implementation of the *Green Port* Program as one of the initiatives to support more environmentally friendly port operations. In 2025, the realization of the *Green Port* Program included the Wastewater Treatment Plant at Bakauheni Port, the Wastewater Treatment Plant at Merak Port, and the installation of rooftop solar power plants at Pier 2 Bakauheni.

ASDP also supports energy efficiency through the utilization of port electricity infrastructure, including Autonomous Electric Platforms (ALMA) and Shore-to-Ship Power Stations (SPLiKS). These facilities support the supply of electricity for berthing vessels and port operational activities, thereby reducing dependence on fuel-powered generators while vessels are at port. SPLiKS is also developed as part of efforts to improve electricity services for berthing vessels, including through a feature that enables users to record electricity usage in greater detail.

In 2025, ASDP continued to optimize the use of ALMA as an electricity supply infrastructure in port areas to support the needs of berthing vessels and port operational activities. The utilization of ALMA forms part of the Company's efforts to reduce dependence on fuel oil-based energy sources while vessels are at port, while also improving energy efficiency within the operational environment. This facility is supported by Public Electric Charging Stations (SPLU) with power capacities ranging from 5,500 VA to 23,000 VA, which can be used to support electricity needs for vessels, port facilities, and other supporting activities.

Melalui pemanfaatan SPLU, kegiatan operasional di kawasan pelabuhan seperti penyediaan listrik untuk kapal sandar, aktivitas bongkar muat, pengoperasian fasilitas pendukung, serta kebutuhan layanan pelabuhan dapat dilakukan secara lebih efisien dan rendah emisi dibandingkan penggunaan peralatan berbahan bakar fosil secara langsung. Selain mendukung kelancaran operasional, keberadaan ALMA juga memperkuat implementasi konsep *Green Port* melalui penyediaan infrastruktur energi yang lebih bersih, efisien, dan dapat mendukung aktivitas ekonomi masyarakat di sekitar kawasan pelabuhan. Pada periode pelaporan, Perseroan terus mendorong pemantauan dan evaluasi pemanfaatan ALMA/SPLU sebagai bagian dari penguatan program efisiensi energi di wilayah operasional ASDP.

Selain pembangunan dan pengoperasian ALMA yang masif sejak tahun 2024, ASDP juga memulai inisiatif pembangunan dan pengoperasian Stasiun Pengisian Listrik Kapal Sandar (SPLiKS) sebagai pengembangan dari ALMA. SPLiKS dilengkapi dengan fitur *print* untuk mencetak *invoice*, sehingga pengguna dapat mengetahui secara rinci pemakaian listriknya. Pada tahun 2025, Perseroan melanjutkan penguatan infrastruktur dan fasilitas pelabuhan untuk mendukung operasional yang lebih efisien, termasuk melalui penataan jaringan listrik, rehabilitasi dermaga, dan pengembangan fasilitas pendukung di berbagai cabang.

Perseroan juga menjalankan inisiatif internal untuk mendukung efisiensi energi dan keandalan armada melalui penguatan sistem manajemen armada dan perawatan kapal. Sistem *engine monitoring* atau SIEMON telah digunakan untuk memantau parameter mesin, sedangkan pengisian data PMS telah mencapai 155 dari 160 kapal aktif. Pemantauan melalui SIEMON berfokus pada RPM, tekanan oli, dan temperatur pendingin, dengan total 160 kapal yang telah terpasang sensor dan termonitor, termasuk 61 sensor pada kapal-kapal perintis. Inisiatif ini mendukung pemeliharaan yang lebih terencana, pengendalian performa mesin, serta pengurangan potensi pemborosan energi dalam operasional armada.

Perseroan terus melakukan evaluasi dan perbaikan berkelanjutan untuk menjaga intensitas energi tetap terkendali dan sejalan dengan upaya peningkatan kinerja keberlanjutan. Sejalan dengan Roadmap ESG ASDP, pengelolaan energi ke depan diarahkan melalui penyusunan SOP Manajemen Energi, kajian energi terbarukan atau alternatif, pengembangan sistem pencatatan energi dan emisi terintegrasi, kajian *ship lifecycle*, implementasi *pilot project* sensor lampu otomatis pada kapal, cabang, dan pelabuhan. Selama tahun pelaporan, Perseroan telah melaksanakan beberapa inisiatif terkait pengelolaan dan efisiensi energi. Namun demikian, Perseroan belum melakukan kuantifikasi penghematan energi secara menyeluruh dari inisiatif-inisiatif tersebut. Ke depan, Perseroan akan memperkuat sistem pencatatan dan pemantauan energi agar dampak program efisiensi dapat diukur secara lebih akurat, sekaligus mendukung upaya peningkatan efisiensi operasional dan pengurangan dampak lingkungan dari penggunaan energi. [OJK F.7][GRI 302-5]

In addition to the large-scale development and operation of ALMA since 2024, ASDP also initiated the development and operation of Shore-to-Ship Power Stations (SPLiKS) as an expansion of ALMA. SPLiKS is equipped with a print feature to generate invoices, allowing users to view their electricity usage in detail. In 2025, the Company continued to strengthen port infrastructure and facilities to support more efficient operations, including through electricity network arrangements, pier rehabilitation, and the development of supporting facilities across various branches.

The Company also carries out internal initiatives to support energy efficiency and fleet reliability by strengthening fleet management and vessel maintenance systems. The engine monitoring system, or SIEMON, has been used to monitor engine parameters, while PMS data input has reached 155 out of 160 active vessels. Monitoring through SIEMON focuses on RPM, oil pressure, and coolant temperature, with a total of 160 vessels equipped with sensors and monitored, including 61 sensors on pioneer vessels. This initiative supports more planned maintenance, engine performance control, and the reduction of potential energy waste in fleet operations.

The Company continues to conduct evaluations and continuous improvements to keep energy intensity under control and aligned with efforts to improve sustainability performance. In line with ASDP's ESG Roadmap, future energy management will be directed through the preparation of Energy Management SOPs, studies on renewable or alternative energy, the development of an integrated energy and emissions recording system, ship lifecycle studies, and the implementation of pilot projects for automatic lighting sensors on vessels, at branches, and at ports. During the reporting year, the Company implemented several initiatives related to energy management and efficiency. However, the Company has not yet fully quantified the energy savings resulting from these initiatives. Going forward, the Company will strengthen its energy tracking and monitoring systems so that the impact of efficiency programs can be measured more accurately, while also supporting efforts to improve operational efficiency and reduce the environmental impact of energy use. [OJK F.7][GRI 302-5]



INISIATIF EFISIENSI KONSUMSI ENERGI 2025 [GRI 302-4] ENERGY CONSUMPTION EFFICIENCY INITIATIVES IN 2025 [GRI 302-4]



Penerapan energi terbarukan melalui instalasi panel surya pada Pelabuhan Merak dan Bakauheni serta Gedung Kantor Baru ASDP, yang mana dilakukan untuk pemenuhan kebutuhan listrik di terminal eksekutif.
Implementation of renewable energy through the installation of solar panels at Merak and Bakauheni Ports, as well as the ASDP New Office Building, to fulfil electricity needs at executive terminals.



Kebijakan pengaturan konsumsi listrik di fasilitas pelabuhan dimana pada siang hari tidak ada penggunaan lampu.
Policy on the efficient use of electricity consumption at port facilities, where lights are turned off during the day.



Efisiensi pemakaian listrik perkantoran yang diterapkan khususnya di luar jam operasional.
Efficient use of office electricity, particularly outside operational hours.



Penggunaan kendaraan listrik seperti motor listrik dan buggy car listrik untuk kegiatan operasi kepelabuhanan, yang mana ditargetkan untuk digunakan pada pelabuhan besar ASDP.
Use of electric vehicles, such as electric motorcycles and electric buggy cars, to support port operational activities, targeted for use at ASDP's major ports.



Penyediaan dan instalasi fasilitas ALMA, dimana ditargetkan akan menggantikan sumber energi bagi kapal yang sedang bersandar dari BBM menjadi berbasis listrik dengan kapasitas daya antara 5.500 VA hingga 23.000 VA.
Provision and installation of ALMA facilities, which are targeted to replace energy sources for docking vessels from fuel oil to electricity, with power capacities ranging from 5,500 VA to 23,000 VA.



Penyediaan lahan untuk Stasiun Pengisian Kendaraan Listrik Umum (SPKLU) bagi Kantor Pusat ASDP Indonesia, Pelabuhan Merak, Pelabuhan Bakauheni, Pelabuhan Ketapang, dan Pelabuhan Gilimanuk.
Provision of land for Public Electric Vehicle Charging Stations (SPKLU) at the ASDP Indonesia Head Office, Merak Port, Bakauheni Port, Ketapang Port, and Gilimanuk Port.



Optimalisasi penerapan aplikasi SIEMON untuk seluruh kapal yang dioperasikan ASDP.
Optimized implementation of SIEMON application for all vessels operated by ASDP.

PENGELOLAAN EMISI EMISSION MANAGEMENT

Emisi gas rumah kaca (GRK) merupakan salah satu dampak yang timbul dari penggunaan energi dalam kegiatan operasional Perseroan, terutama dari aktivitas pengoperasian kapal, pelabuhan, kantor, dan fasilitas pendukung. Emisi yang dihasilkan berpotensi berkontribusi terhadap perubahan iklim, meningkatkan tekanan biaya operasional, serta menimbulkan risiko terhadap kelancaran operasi akibat perubahan pola cuaca dan kondisi iklim ekstrem. Dampak tersebut terutama berkaitan dengan aktivitas operasional langsung Perseroan di wilayah kerja ASDP.

Perseroan berkomitmen untuk memperkuat pengelolaan emisi melalui efisiensi penggunaan energi, optimalisasi konsumsi bahan bakar, pemeliharaan armada dan fasilitas operasional, serta peningkatan kualitas pencatatan data energi dan emisi. Komitmen tersebut sejalan dengan arah Roadmap ESG ASDP yang mendorong penguatan tata kelola emisi, pengembangan sistem pencatatan energi dan emisi yang lebih terintegrasi, serta pengembangan inisiatif dekarbonisasi secara bertahap.

Dalam mengelola emisi, Perseroan melakukan inventarisasi emisi langsung atau Cakupan 1 yang berasal dari penggunaan bahan bakar pada kegiatan operasional kapal dan pelabuhan. Selain itu, Perseroan juga menghitung emisi tidak langsung atau Cakupan 2 yang bersumber dari penggunaan listrik pada bangunan, kantor, dan fasilitas yang dimiliki serta dioperasikan Perseroan. Penguatan inventarisasi emisi juga secara konsisten diperluas melalui perhitungan Cakupan 3 untuk kategori perjalanan dinas. [GRI 3-3][GRI 305-5]

Greenhouse gas (GHG) emissions are one of the impacts arising from energy use in the Company's operational activities, particularly from the operation of vessels, ports, offices, and supporting facilities. The emissions generated may contribute to climate change, increase pressure on operational costs, and create risks to operational continuity due to changes in weather patterns and extreme climate conditions. These impacts are primarily related to the Company's direct operational activities within ASDP's service area.

The Company is committed to strengthening emissions management through energy efficiency, fuel consumption optimization, fleet and operational facility maintenance, and improvements in the quality of energy and emissions data recording. This commitment aligns with the direction of ASDP's ESG Roadmap, which promotes the strengthening of emissions governance, the development of a more integrated energy and emissions recording system, and the gradual implementation of decarbonization initiatives.

In managing emissions, the Company conducts an inventory of direct emissions, or Scope 1, resulting from fuel consumption in ship and port operations. In addition, the Company also calculates indirect emissions, or Scope 2, resulting from electricity consumption in buildings, offices, and facilities owned and operated by the Company. The scope of emissions inventory tracking is also consistently expanded through the calculation of Scope 3 emissions for business travel. [GRI 3-3][GRI 305-5]

EMISI GRK PERSEROAN [OJK F.11] [GRI 305-1] [GRI 305-2] [GRI 305-3] [GRI 305-4] THE COMPANY'S GHG EMISSIONS [OJK F.11] [GRI 305-1] [GRI 305-2] [GRI 305-3] [GRI 305-4]

Sumber Source	Satuan Unit	2025	2024	2023
Emisi GRK Langsung (Cakupan 1) Direct GHG Emissions (Scope 1)				
Bahan Bakar Biosolar Biosolar	ton CO ₂ e	183.939,35	183.563,33*	173.280,65*
Biosolar Non Kapal Biosolar Non-Ship	ton CO ₂ e	92,19	122,81	107,86
Bensin (RON 90) Gasoline (RON 90)	ton CO ₂ e	659,13	615,32	559,21
Total Emisi GRK Langsung (Cakupan 1) Total Direct GHG Emissions (Scope 1)	ton CO₂e	184.690,67*	184.301,46*	173.947,72*



Sumber Source	Satuan Unit	2025	2024	2023
Emisi GRK Tidak Langsung (Cakupan 2) Indirect GHG Emissions (Scope 2)				
Energi Listrik Electricity	ton CO ₂ e	53.297,4	3.405,4	15.080,7
Total Emisi GRK Tidak Langsung (Cakupan 2) Total Indirect GHG Emissions (Scope 2)	ton CO ₂ e	53.297,4	3.405,4	15.080,7
Total Emisi GRK Perseroan (Cakupan 1 dan 2) Total GHG Emissions of the Company (Scope 1 and 2)	ton CO ₂ e	237.988,07	187.706,86*	189.028,42*
Cakupan 3 Scope 3				
Scope 3 Kategori 6 (Business Travel) Scope 3 Category 6 (Business Travel)	ton CO ₂ e	153,5	201,93	92,93
Total Emisi GRK Cakupan-1, Cakupan-2, dan Cakupan-3 Total GHG Emissions Scope-1, Scope-2, Scope-3	ton CO ₂ e	238.141,57	187.908,79	189.121,35

Catatan:

- Batasan organisasi yang digunakan ialah pendekatan kontrol operasional.
- Perhitungan emisi GRK berdasarkan Intergovernmental Panel on Climate Change (IPCC).
- Jenis gas GRK yang termasuk dalam perhitungan Cakupan 1 yaitu CO₂, CH₄, dan N₂O, sedangkan Cakupan 2 mencakup CO₂ dari konsumsi listrik.
- Faktor emisi berdasarkan:
 - Biosolar: komponen FAME menggunakan densitas 875 kg/m³, NCV 27,00 TJ/Gg, dan FE CO₂ 70.800 kg/TJ. (Sumber: Lemigas 2021 untuk densitas FAME; Pedoman Penghitungan dan Pelaporan Inventarisasi GRK Kementerian ESDM 2018 Lampiran 3 untuk NCV dan FE CO₂ biodiesel).
 - Komponen solar/diesel menggunakan densitas 910 kg/m³, NCV 42,12 TJ/Gg, dan FE CO₂ 73.900 kg/TJ. (Sumber: Pedoman Penghitungan dan Pelaporan Inventarisasi GRK Kementerian ESDM 2018 Lampiran 4 dan Lampiran 5 untuk kategori Minyak Diesel (IDO)).
 - Bensin RON 90 menggunakan densitas 747,0 kg/m³, NCV 44,61 TJ/Gg, dan FE CO₂ 69.290 kg CO₂/TJ. (Sumber: Nilai Faktor Emisi CO₂ Nasional dan Nilai Kalor Netto/NCV Bahan Bakar, Kementerian ESDM).
 - Faktor emisi listrik mengacu pada Faktor Emisi GRK Sistem Ketenagalistrikan Tahun 2019 yang diterbitkan oleh Direktorat Jenderal Ketenagalistrikan, Kementerian Energi dan Sumber Daya Mineral, dengan pemilihan faktor emisi berdasarkan sistem ketenagalistrikan di masing-masing wilayah operasi/cabang.
- Nilai *Global Warming Potential* (GWP) menggunakan IPCC *Sixth Assessment Report* (AR6), yaitu CO₂ = 1, CH₄ = 27 untuk komponen biogenik, CH₄ = 29,8 untuk komponen fosil, dan N₂O = 273.
- Angka tahun 2024 dan 2023 yang diberi tanda * telah dinyatakan kembali karena terdapat penyesuaian metodologi, cakupan data, dan/atau faktor emisi yang digunakan dalam perhitungan.

Notes:

- Organizational boundaries used are based on the operational control approach.
- GHG emissions are calculated in accordance with the Intergovernmental Panel on Climate Change (IPCC) guidelines.
- The GHG gases included in Scope 1 calculations are CO₂, CH₄, and N₂O, while Scope 2 includes CO₂ from electricity consumption.
- Emission factors are based on:
 - Biosolar: FAME component uses a density of 875 kg/m³, NCV of 27.00 TJ/Gg, and CO₂ emission factor of 70,800 kg/TJ. (Source: Lemigas 2021 for FAME density; Ministry of Energy and Mineral Resources 2018 Guidelines for the Calculation and Reporting of GHG Inventories, Appendix 3, for NCV and CO₂ emission factor of biodiesel).
 - The diesel component uses a density of 910 kg/m³, an NCV of 42.12 TJ/Gg, and a CO₂ emission factor of 73,900 kg/TJ. (Source: Ministry of Energy and Mineral Resources (ESDM) 2018 Guidelines for the Calculation and Reporting of GHG Inventories, Annexes 4 and 5 for the Diesel Oil (IDO) category).
 - RON 90 gasoline uses a density of 747.0 kg/m³, a net calorific value (NCV) of 44.61 TJ/Gg, and a CO₂ emission factor of 69,290 kg CO₂/TJ. (Source: National CO₂ Emission Factors and Net Calorific Values (NCV) of Fuels, Ministry of Energy and Mineral Resources).
 - The electricity emission factor refers to the 2019 GHG Emission Factors for the Electricity System published by the Directorate General of Electricity, Ministry of Energy and Mineral Resources, with emission factors selected based on the electricity system in each respective operating region or branch.
- Global Warming Potential (GWP) values are based on the IPCC Sixth Assessment Report (AR6), specifically: CO₂ = 1, CH₄ = 27 for biogenic components, CH₄ = 29.8 for fossil components, and N₂O = 273.
- The figures for 2024 and 2023 enclosed in parentheses * have been restated due to adjustments in methodology, data scope, and/or emission factors used in the calculations.

INTENSITAS EMISI EMISSIONS INTENSITY



Catatan | Note:

*Data dinyatakan kembali atas reklasifikasi sumber emisi sehingga terdapat penyesuaian pada intensitas emisi. | Data has been restated following a reclassification of emission sources, resulting in a corresponding adjustment to emission intensity.

Sepanjang tahun 2025, total emisi GRK Perseroan yang berasal dari Cakupan 1 dan Cakupan 2 tercatat sebesar 238,016,86 ton CO₂e. Dibandingkan dengan tahun sebelumnya, kinerja emisi pada periode pelaporan menunjukkan tren meningkat. Peningkatan tersebut terutama dipengaruhi oleh reklasifikasi emisi Cakupan 1 dan 2. Dari sisi intensitas, emisi Perseroan tercatat sebesar 0,0417 ton CO₂e/passenger. Pengukuran intensitas emisi berdasarkan indikator operasional dan/atau ekonomi memberikan gambaran yang lebih utuh mengenai efisiensi kegiatan Perseroan serta keterkaitan antara kinerja lingkungan dan kinerja usaha. [OJK F.12]

Perseroan juga memperhatikan pengelolaan bahan yang berpotensi merusak lapisan ozon dalam kegiatan operasionalnya. Pengendalian dilakukan melalui pemilihan, pemeliharaan, dan pengawasan peralatan pendingin agar sesuai dengan ketentuan yang berlaku serta meminimalkan dampak terhadap lingkungan. Pada tahun pelaporan, Perseroan masih dalam tahap inventarisasi data emisi zat perusak ozon (ODS).

Selain itu, Perseroan terus melakukan pemeliharaan dan pengawasan peralatan serta armada secara berkala untuk menjaga keandalan operasional dan mendukung efisiensi penggunaan energi. Upaya tersebut sejalan dengan arah kebijakan Perseroan untuk mengoptimalkan pemanfaatan armada kapal, meningkatkan efisiensi bahan bakar, serta memanfaatkan teknologi pemantauan kondisi kapal dan fasilitas pelabuhan secara lebih *real time*.

Throughout 2025, the Company's total GHG emissions from Scope 1 and Scope 2 amounted to 238,016.86 metric tons of CO₂e. Compared to the previous year, emissions performance during the reporting period showed an upward trend. This increase was primarily driven by the reclassification of Scope 1 and Scope 2 emissions. In terms of intensity, the Company's emissions were recorded at 0.0417 tons CO₂e/passenger. Measuring emissions intensity based on operational and/or economic indicators provides a more comprehensive overview of the Company's operational efficiency, as well as the relationship between environmental performance and business performance. [OJK F.12]

The Company also pays attention to the management of materials that may potentially deplete the ozone layer in its operational activities. Controls are carried out through the selection, maintenance, and supervision of cooling equipment to ensure compliance with applicable provisions and to minimize potential environmental impacts. The Company is still in the process of inventorying data on ozone-depleting substance (ODS) emissions.

The Company also continues to carry out regular maintenance and monitoring of its equipment and fleet to ensure operational reliability and promote more efficient energy use. These efforts are in line with the Company's policy direction to optimize vessel fleet utilization, improve fuel efficiency, and leverage technology for more real-time monitoring of vessel conditions and port facilities.



PENGELOLAAN AIR DAN EFLUEN WATER AND EFFLUENT MANAGEMENT

Air merupakan sumber daya yang mendukung kegiatan operasional Perseroan, terutama pada operasional kapal, pelabuhan, kantor, fasilitas layanan penumpang, serta area pendukung lainnya. Pengelolaan air yang tidak optimal dapat menimbulkan risiko terhadap ketersediaan sumber daya air, kualitas air buangan, kenyamanan pengguna jasa, serta masyarakat di sekitar wilayah operasional. Oleh karena itu, Perseroan berkomitmen untuk mengelola pengambilan, penggunaan, dan pengolahan air secara bertanggung jawab guna meminimalkan dampak negatif terhadap lingkungan dan masyarakat, sekaligus mendukung keberlanjutan operasional jangka panjang.

Perseroan melakukan identifikasi sumber air, pemantauan volume pengambilan air, serta memastikan air limbah yang dihasilkan dari kegiatan operasional dikelola sesuai ketentuan sebelum dilepas ke lingkungan atau dimanfaatkan kembali. Evaluasi dilakukan secara berkala melalui pemantauan kualitas dan kuantitas air, termasuk pengawasan terhadap potensi risiko lingkungan seperti penurunan ketersediaan air, pencemaran badan air, serta gangguan terhadap ekosistem perairan. Upaya ini menjadi bagian dari penerapan sistem manajemen lingkungan yang dijalankan secara konsisten pada kegiatan operasional Perseroan.

Dalam memenuhi kebutuhan air, ASDP memperoleh pasokan utama dari Perusahaan Air Minum (PAM) atau Perusahaan Daerah Air Minum (PDAM) sesuai dengan ketersediaan dan karakteristik masing-masing wilayah operasional. Selain itu, Perseroan juga mengembangkan sistem daur ulang air (*water recycling system*) di Gedung Kantor Pusat sebagai upaya mengurangi ketergantungan terhadap air bersih melalui pemanfaatan kembali air bekas pakai. Inisiatif ini sejalan dengan *Roadmap ESG ASDP* yang menempatkan efisiensi air sebagai salah satu agenda penguatan pengelolaan lingkungan, antara lain melalui baselining konsumsi air, audit data air, kajian efisiensi air, serta pengembangan program efisiensi air secara bertahap. [GRI 3-3] [GRI 303-1]

Water is a resource that supports the Company's operational activities, particularly vessel operations, ports, offices, passenger service facilities, and other supporting areas. Suboptimal water management may pose risks to water resource availability, wastewater quality, service user comfort, and communities around operational areas. Therefore, the Company is committed to responsibly managing water withdrawal, use, and treatment to minimize negative impacts on the environment and communities, while supporting long-term operational sustainability.

The Company identifies water sources, monitors water withdrawal volumes, and ensures that wastewater generated from operational activities is managed in accordance with applicable provisions before being discharged into the environment or reused. Evaluations are carried out regularly through water quality and quantity monitoring, including supervision of potential environmental risks such as declining water availability, pollution of water bodies, and disruption to aquatic ecosystems. These efforts form part of the consistent implementation of the environmental management system across the Company's operational activities.

To meet its water needs, ASDP obtains its main supply from water utility companies (PAM) or regional water utility companies (PDAM), depending on the availability and characteristics of each operational area. In addition, the Company has also developed a water recycling system at the Head Office Building as an effort to reduce dependence on clean water by reusing wastewater. This initiative is in line with ASDP's ESG Roadmap, which places water efficiency as one of the agendas for strengthening environmental management, including through water consumption baselining, water data audits, water efficiency studies, and the gradual development of water efficiency programs. [GRI 3-3] [GRI 303-1]

Untuk memastikan pengelolaan air berjalan secara berkelanjutan, ASDP melakukan evaluasi dampak lingkungan sebagai dasar dalam menetapkan target, strategi, dan program pengelolaan air. Perseroan juga menjalankan program pengendalian limbah cair, efisiensi konsumsi air bersih, serta perlindungan ekosistem di sekitar wilayah operasional. Beberapa inisiatif utama yang dijalankan ASDP antara lain:

1. Kepatuhan terhadap Regulasi

ASDP memastikan kegiatan pengelolaan air dan limbah cair dilakukan sesuai dengan ketentuan peraturan perundang-undangan yang berlaku. Perseroan memenuhi kewajiban perizinan lingkungan terkait penggunaan air dan pengelolaan limbah cair, sehingga potensi dampak negatif terhadap lingkungan dapat dikendalikan.

2. Pengolahan Air Limbah dan Pemanfaatan Kembali

ASDP mengelola air limbah dari kegiatan operasional pelabuhan, kantor, dan fasilitas pendukung melalui instalasi pengolahan air limbah (IPAL) agar kualitas air buangan memenuhi baku mutu yang berlaku sebelum dilepas ke lingkungan. Air hasil olahan juga dapat dimanfaatkan kembali sesuai kebutuhan dan kelayakan teknis.

3. Water Recycling

Perseroan mengembangkan sistem daur ulang air di Gedung Kantor Pusat untuk memanfaatkan kembali air bekas pakai, terutama untuk kebutuhan pendukung seperti *flushing* dan penyiraman area hijau. Inisiatif ini menjadi bagian dari upaya efisiensi penggunaan air bersih dan penguatan praktik operasional yang lebih ramah lingkungan.

4. Evaluasi Dampak Lingkungan

Dalam setiap pembangunan maupun pengembangan fasilitas, ASDP melakukan kajian lingkungan untuk memastikan kegiatan operasional tidak memberikan tekanan berlebih terhadap ketersediaan air di wilayah sekitar dan tidak menimbulkan dampak negatif terhadap ekosistem perairan.

To ensure sustainable water management, ASDP conducts environmental impact evaluations as the basis for establishing water management targets, strategies, and programs. The Company also implements wastewater control programs, clean water consumption efficiency initiatives, and ecosystem protection efforts around its operational areas. Several key initiatives carried out by ASDP include:

1. Compliance with Regulations

ASDP ensures that water and wastewater management activities are carried out in accordance with applicable laws and regulations. The Company fulfills environmental permitting obligations related to water use and wastewater management, enabling potential negative impacts on the environment to be controlled.

2. Wastewater Treatment and Reuse

ASDP manages wastewater from port, office, and supporting facility operations through wastewater treatment plants (WWTP) to ensure that wastewater quality meets the applicable quality standards before being discharged into the environment. Treated water may also be reused according to operational needs and technical feasibility.

3. Water Recycling

The Company has developed a water recycling system at the Head Office Building to reuse wastewater, particularly for supporting needs such as flushing and watering green areas. This initiative forms part of efforts to improve clean water use efficiency and strengthen more environmentally friendly operational practices.

4. Environmental Impact Evaluation

In every facility construction and development activity, ASDP conducts environmental assessments to ensure that its operational activities do not place excessive pressure on water availability in the surrounding areas and do not cause negative impacts on aquatic ecosystems.



5. Pemasangan Grease dan Oil Trap pada Kapal

ASDP menerapkan pemasangan grease trap dan oil trap pada kapal sebagai bagian dari upaya pencegahan pencemaran air, khususnya untuk mengendalikan potensi tumpahan minyak atau kontaminasi dari aktivitas operasional kapal. Upaya ini mendukung target pengelolaan risiko lingkungan Perseroan, termasuk pencegahan insiden tumpahan BBM atau minyak di pelabuhan maupun perairan. [GRI 303-2] [OJK F.14] [OJK F.15]

5. Installation of Grease and Oil Traps on Vessels

ASDP implements the installation of grease traps and oil traps on vessels as part of efforts to prevent water pollution, particularly to control potential oil spills or contamination from vessel operational activities. This effort supports the Company's environmental risk management targets, including the prevention of fuel or oil spill incidents at ports and in waters. [GRI 303-2] [OJK F.14] [OJK F.15]

PENGAMBILAN, PEMBUANGAN, DAN KONSUMSI AIR [OJK F.8] [GRI 303-3] [GRI 303-4] [GRI 303-5] WATER WITHDRAWAL, DISCHARGE, AND CONSUMPTION [OJK F.8] [GRI 303-3] [GRI 303-4] [GRI 303-5]

Sumber Source	Satuan Unit	2025	2024	2023
Pengambilan Air Water Withdrawal				
Air Permukaan Surface Water	Megaliter	0,99	19,93	N/A
Air Tanah Groundwater	Megaliter	54,67	286,86	N/A
Air Laut Sea Water	Megaliter	0	N/A	N/A
Air yang Diproduksi Produced Water	Megaliter	0	73,11	N/A
Air yang Berasal dari Pihak Ketiga Water Originating from Third Parties	Megaliter	148,86	482,94	1.328
Total Pengambilan Air Total Water Withdrawal	Megaliter	204,52	862,24	1.328
Pengambilan Air Berdasarkan Jenis Water Intake by Type				
Air Tawar (≤ 1.000 mg/L Total Padatan Terlarut) Freshwater (≤ 1.000 mg/L Total Dissolved Solids)	Megaliter	204,52	862,24	1.328
Air Tawar (> 1.000 mg/L Total Padatan Terlarut) Freshwater (> 1.000 mg/L Total Dissolved Solids)	Megaliter	0	0	0
Total Pengambilan Air Total Water Withdrawal	Megaliter	204,52	862,24	1.328
Konsumsi Air Water Consumption				
Total Konsumsi Air Total Water Consumption	Megaliter	204,52	862,24	1.328

Catatan | Note:

N/A: Belum tersedianya data karena pencatatan volume air belum dilakukan secara terpisah.

N/A: Data is not yet available because water volume is not currently recorded separately.

ASDP bertanggung jawab dalam mengelola air limbah yang dihasilkan dengan memastikan proses pengolahan, pemantauan, dan pengendalian zat prioritas dilakukan sesuai dengan standar baku mutu yang berlaku. Perseroan juga berupaya memastikan pengambilan air tidak memberikan tekanan terhadap ketersediaan air di sekitar wilayah operasional. Sepanjang tahun 2025, tidak terdapat keluhan masyarakat terkait ketersediaan maupun kualitas air, yang mencerminkan komitmen Perseroan dalam menjaga efektivitas pengelolaan air dan efluen.

Meskipun Kantor Pusat ASDP telah menerapkan sistem *water reuse* untuk kebutuhan *flushing* dan penyiraman area hijau sebagai bagian dari efisiensi sumber daya air, hingga periode pelaporan tahun 2025 pencatatan volume air buangan maupun air yang dimanfaatkan kembali belum dilakukan secara terpisah. Hal ini disebabkan oleh belum tersedianya sistem pengukuran yang dapat membedakan secara rinci antara penggunaan air untuk kebutuhan operasional utama, air buangan, dan air yang digunakan kembali. Dengan demikian, data penggunaan kembali air belum dapat disajikan secara kuantitatif pada laporan ini. Ke depan, ASDP berkomitmen untuk memperkuat sistem pencatatan dan pemantauan yang lebih terintegrasi agar efektivitas penerapan *water reuse* dapat diukur secara lebih akurat, termasuk melalui pengungkapan data *water discharge* secara bertahap pada tahun berikutnya. [GRI 303-4]

ASDP is responsible for managing the wastewater generated by ensuring that treatment, monitoring, and control of priority substances are carried out in accordance with applicable quality standards. The Company also strives to ensure that water withdrawal does not place pressure on water availability around its operational areas. Throughout 2025, there were no public complaints related to water availability or quality, reflecting the Company's commitment to maintaining the effectiveness of water and effluent management.

Although ASDP's Head Office has implemented a water reuse system for flushing and watering green areas as part of water resource efficiency efforts, as of the 2025 reporting period, the volumes of wastewater and reused water have not yet been recorded separately. This is because there is currently no measurement system available that can distinguish in detail between water used for primary operational needs, wastewater, and reused water. Consequently, data on water reuse cannot yet be presented quantitatively in this report. Going forward, ASDP is committed to strengthening a more integrated recording and monitoring system so that the effectiveness of water reuse implementation can be measured more accurately, including through the gradual disclosure of water discharge data in the subsequent years. [GRI 303-4]

PENGELOLAAN LIMBAH WASTE MANAGEMENT

Kegiatan operasional ASDP menghasilkan limbah Bahan Berbahaya dan Beracun (B3) maupun limbah non-B3 sebagai bagian dari aktivitas operasional kapal, pelabuhan, kantor, fasilitas layanan penumpang, serta kegiatan pemeliharaan armada dan fasilitas pendukung. Limbah non-B3 umumnya berasal dari aktivitas perkantoran, layanan penumpang, dan operasional pelabuhan, seperti kertas, plastik, kemasan makanan dan minuman, serta sampah organik. Sementara itu, limbah B3 dapat timbul dari kegiatan operasional dan pemeliharaan kapal maupun fasilitas pelabuhan, antara lain oli bekas, majun terkontaminasi, filter bekas, aki bekas, kemasan bahan kimia, serta limbah lain yang memerlukan penanganan khusus sesuai ketentuan. Dengan mempertimbangkan potensi dampaknya terhadap kualitas tanah, air, dan ekosistem perairan, pengelolaan limbah menjadi salah satu fokus utama dalam pengendalian risiko lingkungan ASDP. Limbah yang tidak tertangani dengan baik berpotensi mencemari tanah, air, dan udara, serta menimbulkan risiko kepatuhan terhadap regulasi.

ASDP's operational activities generate hazardous and toxic waste (B3 waste) as well as non-hazardous waste from vessel operations, ports, offices, passenger service facilities, and fleet and supporting facility maintenance activities. Non-hazardous waste generally comes from office activities, passenger services, and port operations, including paper, plastic, food and beverage packaging, and organic waste. Meanwhile, B3 waste may be generated from vessel and port facility operations and maintenance activities, such as used oil, contaminated rags, used filters, used batteries, chemical packaging, and other waste requiring special handling in accordance with applicable provisions. Considering its potential impacts on soil, water, and aquatic ecosystems, waste management is one of ASDP's main focuses in controlling environmental risks. Improperly managed waste may pollute soil, water, and air, and may also pose regulatory compliance risks.



Pengelolaan limbah dilakukan secara terstruktur pada setiap tahapan, mulai dari pemilahan di sumber, pengumpulan, penyimpanan sementara sesuai ketentuan, hingga penyerahan kepada pihak ketiga berizin, khususnya untuk limbah B3. Untuk limbah non-B3, ASDP menerapkan prinsip pengurangan, penggunaan kembali, dan daur ulang guna menekan volume limbah yang berakhir di tempat pembuangan akhir. Melalui pengelolaan yang sistematis dan berbasis kepatuhan, ASDP berupaya meminimalkan dampak lingkungan dari aktivitas operasional kapal dan pelabuhan, sekaligus menjaga kepercayaan pemangku kepentingan terhadap praktik bisnis yang dijalankan.

Sebagai landasan, ASDP menerapkan prosedur Perseroan tentang pengelolaan limbah padat/sampah serta limbah Bahan Berbahaya dan Beracun (B3). Prosedur ini mengatur upaya pencegahan pencemaran lingkungan melalui mekanisme pengumpulan, pemilahan, penyimpanan, pengangkutan, hingga pembuangan atau penyerahan limbah kepada pihak yang berwenang. Jenis limbah yang dihasilkan dari kegiatan operasional meliputi limbah B3, seperti oli bekas dan majun terkontaminasi, serta limbah non-B3 yang terdiri atas sampah organik seperti sisa makanan, maupun sampah anorganik seperti plastik, kertas, dan kemasan makanan/minuman. Perseroan mengelola kedua jenis limbah utama ini sesuai dengan prosedur yang telah ditetapkan.

Beberapa inisiatif pengelolaan limbah yang dilakukan ASDP diantaranya adalah:

1. Pengumpulan limbah oli bekas dari kapal dalam penampungan khusus, kemudian diangkut pihak ketiga berizin saat kapal bersandar untuk dikelola lebih lanjut.
2. Kerja sama dengan pihak ketiga di setiap pelabuhan untuk pengelolaan limbah B3, karena perusahaan belum memiliki fasilitas pengolahan sendiri.
3. Pemilahan limbah non-B3 menjadi sampah organik dan non-organik agar dapat dikelola secara lebih tepat.
4. *Workshop* pengolahan limbah, dimana limbah tangki bekas yang umumnya sulit ditangani diolah kembali (*recycle*) menjadi furniture dan perabot utilitas pada Kantor Cabang.
5. Pembangunan Tempat Penyimpanan Sementara (TPS) Limbah B3 di Pelabuhan Bakauheni sebagai mitigasi risiko pencemaran dari limbah yang dihasilkan aktivitas pelabuhan, *workshop*, serta sisa pelumas dari kapal, yang dikelola sesuai regulasi.

Waste management is carried out in a structured manner at every stage, from segregation at source, collection, and temporary storage in accordance with applicable provisions, to handover to licensed third parties, particularly for B3 waste. For non-hazardous waste, ASDP applies the principles of reduction, reuse, and recycling to reduce the volume of waste that ends up in final disposal sites. Through systematic and compliance-based management, ASDP strives to minimize the environmental impacts of vessel and port operational activities, while maintaining stakeholder trust in the business practices carried out by the Company.

As a foundation, ASDP implements the Company's procedures for managing solid waste and hazardous and toxic waste (B3 waste). These procedures regulate efforts to prevent environmental pollution through mechanisms for waste collection, segregation, storage, transportation, and disposal or handover to authorized parties. The types of waste generated from operational activities include B3 waste, such as used oil and contaminated rags, as well as non-hazardous waste consisting of organic waste, such as food scraps, and inorganic waste, such as plastic, paper, and food/beverage packaging. The Company manages these two main types of waste in accordance with the established procedures.

Several waste management initiatives carried out by ASDP include:

1. Collecting used oil waste from vessels in dedicated storage containers, which is then transported by licensed third parties when vessels are berthing for further management.
2. Collaborating with third parties at each port for B3 waste management, as the Company does not yet have its own treatment facilities.
3. Segregating non-hazardous waste into organic and inorganic waste to enable more appropriate management.
4. Conducting waste processing workshops, in which used tank waste that is generally difficult to handle is recycled into furniture and utility fixtures for Branch Offices.
5. Constructing a Temporary Storage Facility (TPS) for B3 Waste at Bakauheni Port as a mitigation measure against pollution risks from waste generated by port activities, workshops, and residual lubricants from vessels, managed in accordance with regulations.

6. Membersihkan area pelabuhan, pantai, dan laut melalui program *Ocean Clean Up Day*.
7. Penguatan program pengurangan dan daur ulang limbah melalui inisiatif seperti pemanfaatan *drop box/Reverse Vending Machine (RVM)*, dukungan kendaraan pengangkut sampah, serta program daur ulang limbah tekstil sebagai bagian dari kontribusi Perseroan terhadap pengurangan timbulan limbah dan peningkatan nilai guna material.

Strategi mitigasi risiko tumpahan BBM atau pelumas di laut telah diantisipasi oleh ASDP melalui penerapan prosedur pengisian BBM, pelumas, dan air tawar. Prosedur ini mengatur agar pada saat penerimaan BBM menggunakan mobil tangki, kendaraan ditempatkan pada posisi yang tepat di *car deck*, serta sambungan selang minyak diperiksa untuk meminimalkan kemungkinan tumpahan. Sebagai langkah mitigasi, armada ASDP dilengkapi dengan kotak *Shipboard Oil Pollution Emergency Plan (SOPEP)* yang berisi peralatan penanggulangan tumpahan, seperti pasir, serbuk gergaji, sekop, ember, majun, dan oil spill dispersant. Selain itu, prosedur ini mencakup aturan pembuangan pelumas dari mesin kapal melalui *Oily Water Separator (OWS)* dan *Oil Discharge Monitor (ODM)* untuk mengontrol dan memantau kadar minyak yang dibuang selama pelayaran. [OJK F.14] [OJK F.15] [GRI 3-3] [GRI 306-1] [GRI 306-2]

6. Cleaning port, beach, and marine areas through the *Ocean Clean Up Day* program.
7. Strengthening waste reduction and recycling programs through initiatives such as the use of *drop boxes/Reverse Vending Machines (RVM)*, support for waste transport vehicles, and textile waste recycling programs as part of the Company's contribution to reducing waste generation and increasing material value.

The risk mitigation strategy for fuel oil or lubricant spills at sea has been anticipated by ASDP through the implementation of procedures for fuel, lubricant, and fresh water filling. These procedures stipulate that, during fuel receipt using tank trucks, the vehicles must be placed in the appropriate position on the *car deck*, and oil hose connections must be inspected to minimize the possibility of spills. As a mitigation measure, ASDP's fleet is equipped with *Shipboard Oil Pollution Emergency Plan (SOPEP)* boxes containing spill response equipment, such as sand, sawdust, shovels, buckets, rags, and oil spill dispersants. In addition, these procedures regulate the discharge of lubricants from vessel engines through an *Oily Water Separator (OWS)* and *Oil Discharge Monitor (ODM)* to control and monitor oil content discharged during voyages. [OJK F.14] [OJK F.15] [GRI 3-3] [GRI 306-1] [GRI 306-2]

JUMLAH LIMBAH YANG DIHASILKAN [GRI 306-3] [OJK F.13.] TOTAL GENERATED WASTE [GRI 306-3] [OJK F.13.]

Jenis Limbah Type of Waste	Jenis Pengelolaan Management Type	Satuan Unit	2025	2024	2023
Limbah Non-B3 Non-Hazardous Waste	Organik Organic	Metrik ton Metric ton	213,15	194,54	15,82
	Anorganik Inorganic	Metrik ton Metric ton	641,44	109,36	24,22
	Total limbah yang dihasilkan Total generated waste	Metrik ton Metric ton	854,59	303,90	40,04
B3 Hazardous		Metrik ton Metric ton	56,76	N/A	N/A


METODE PENGELOLAAN LIMBAH [GRI 306-4] [306-5] [OJK F.14]
WASTE MANAGEMENT METHODS [GRI 306-4] [306-5] [OJK F.14]

Jenis Limbah Type of Waste	Jenis Pengelolaan Management Type	Satuan Unit	2025	2024	2023
Limbah Non-B3 Non-Hazardous Waste	Dikelola oleh pihak ketiga Managed by third party	Metrik ton Metric ton	141,37	8,33	1,10
	Tempat Pembuangan Akhir (TPA) Landfill	Metrik ton Metric ton	713,22	295,57	38,94
	Total limbah yang dihasilkan Total generated waste	Metrik ton Metric ton	854,59	303,90	40,04
B3 Hazardous	Dikelola oleh pihak ketiga Managed by third party	Metrik ton Metric ton	56,76	N/A	N/A
	Total limbah yang dihasilkan Total generated waste	Metrik ton Metric ton	56,76	N/A	N/A

Catatan | Note:

Data limbah B3 tahun 2024 dan 2023 belum tersedia secara terpisah dalam sistem pencatatan Perseroan.

Data on hazardous waste for 2024 and 2023 has not yet been segregated in the Company's recording system.

Ke depan, pengelolaan limbah ASDP akan diperkuat melalui penyusunan dan sosialisasi SOP pengelolaan limbah B3 dan non-B3 di area pelabuhan dan kapal, pelatihan dasar bagi personel yang bertanggung jawab atas pengelolaan limbah, kajian peluang pengurangan limbah dan inovasi pengelolaan, implementasi sistem 3R yang lebih terstandarisasi, serta pengembangan *Port Reception Facility* (PRF) dan TPS limbah di wilayah operasional yang diprioritaskan.

Pengumpulan data limbah dilakukan pada masing-masing cabang penghasil limbah. Namun demikian, pencatatan data limbah belum sepenuhnya dilakukan secara terintegrasi dan konsisten di seluruh cabang. Sebagian besar kantor cabang masih bekerja sama dengan dinas kebersihan setempat dalam pengangkutan limbah, sehingga limbah yang dihasilkan langsung diangkut tanpa melalui proses pemilahan dan pencatatan rinci oleh Perseroan. Di sisi lain, data limbah dari kapal masih dikompilasi oleh unit K2L dan belum mencakup seluruh cabang secara menyeluruh. Oleh karena itu, data limbah berdasarkan komposisi dapat berbeda dengan total data limbah secara keseluruhan.

Going forward, ASDP's waste management will be strengthened through the preparation and dissemination of SOPs for B3 and non-hazardous waste management in port and vessel areas, basic training for personnel responsible for waste management, studies on waste reduction opportunities and management innovations, the implementation of a more standardized 3R system, as well as the development of *Port Reception Facilities* (PRF) and temporary waste storage facilities in prioritized operational areas.

Waste data collection is carried out at each branch that generates waste. However, waste data recording has not yet been fully integrated and consistently implemented across all branches. Most branch offices still collaborate with local sanitation agencies for waste transportation, resulting in waste being transported directly without detailed segregation and recording by the Company. Meanwhile, waste data from vessels is still compiled by the HSE unit and does not yet comprehensively cover all branches. Therefore, waste data by composition may differ from the overall total waste data.



KINERJA SOSIAL BERKELANJUTAN

SUSTAINABLE SOCIAL PERFORMANCE





MANAJEMEN SUMBER DAYA MANUSIA HUMAN RESOURCES MANAGEMENT

Bagi ASDP, sumber daya manusia merupakan penggerak utama yang memastikan layanan penyeberangan dan kepelabuhanan dapat terselenggara secara aman, andal, dan berkesinambungan. Dengan cakupan operasi yang tersebar di berbagai wilayah Indonesia, keberhasilan Perseroan tidak hanya ditentukan oleh ketersediaan armada dan infrastruktur, tetapi juga oleh kesiapan insan ASDP dalam menjalankan fungsi operasional, pelayanan, keselamatan, serta fungsi pendukung lainnya secara profesional.

Sepanjang tahun 2025, agenda pengelolaan SDM diarahkan untuk memperkuat kesiapan organisasi dalam menghadapi dinamika industri transportasi, kebutuhan transformasi layanan, serta tuntutan efisiensi operasional. Dalam konteks tersebut, ASDP memandang pengelolaan ketenagakerjaan sebagai bagian penting dari keberlanjutan bisnis, khususnya dalam menjaga kualitas layanan, kesinambungan operasional, dan daya saing perusahaan. Perseroan mengidentifikasi sejumlah isu ketenagakerjaan yang perlu dikelola secara berkelanjutan, meliputi pemenuhan hak dan kesejahteraan karyawan, peningkatan kompetensi, keselamatan dan kesehatan kerja, hubungan industrial, serta penciptaan lingkungan kerja yang setara, inklusif, dan produktif.

Komitmen ASDP dalam pengelolaan SDM diwujudkan melalui penerapan kebijakan ketenagakerjaan yang selaras dengan peraturan perundang-undangan dan kebutuhan organisasi. Perseroan secara berkala memperkuat kebijakan internal, baik melalui Keputusan Direksi, Surat Edaran Direksi, maupun ketentuan turunan lainnya, agar praktik pengelolaan SDM tetap relevan dengan perkembangan bisnis dan kondisi operasional. Pendekatan ini menjadi dasar bagi Perseroan dalam memastikan bahwa setiap proses ketenagakerjaan dijalankan secara tertib, adil, transparan, dan dapat dipertanggungjawabkan. [GRI 3-3]

For ASDP, human resources are the main driving force in ensuring that ferry and port services are delivered safely, reliably, and sustainably. With operations spread across various regions of Indonesia, the Company's success is determined not only by the availability of fleets and infrastructure, but also by the readiness of ASDP personnel to professionally carry out operational, service, safety, and other supporting functions.

Throughout 2025, the HR management agenda was directed toward strengthening organizational readiness in facing the dynamics of the transportation industry, service transformation needs, and operational efficiency demands. In this context, ASDP views employment management as an important part of business sustainability, particularly in maintaining service quality, operational continuity, and the Company's competitiveness. The Company has identified several employment issues that need to be managed sustainably, including the fulfilment of employee rights and welfare, competency development, occupational health and safety, industrial relations, and the creation of an equal, inclusive, and productive work environment.

ASDP's commitment to HR management is realized through the implementation of employment policies that are aligned with applicable laws and regulations as well as organizational needs. The Company periodically strengthens its internal policies through Board of Directors Decrees, Board of Directors Circulars, and other derivative provisions to ensure that HR management practices remain relevant to business developments and operational conditions. This approach serves as the basis for the Company in ensuring that every employment process is carried out in an orderly, fair, transparent, and accountable manner. [GRI 3-3]

Beberapa kebijakan internal yang menjadi acuan dalam pengelolaan SDM Perseroan antara lain sebagai berikut:

1. Keputusan Direksi No. KD.95/PA.002/ASDP-2023 tentang Pendidikan Lanjutan Karyawan di Lingkungan PT ASDP Indonesia Ferry (Persero);
2. Keputusan Direksi No. KD.220/PA.004/ASDP-2023 tentang Manajemen Talenta di Lingkungan PT ASDP Indonesia Ferry (Persero);
3. Keputusan Direksi No. KD.229/PA-207/ASDP-2023 tentang Cuti dan Izin Meninggalkan Pekerjaan Karyawan di Lingkungan PT ASDP Indonesia Ferry (Persero);
4. Keputusan Direksi No. KD.361/HK.002/ASDP-2023 tentang Perubahan Keputusan Direksi No. KD.140/HK.002/ASDP-2022 tentang Waktu Kerja, Waktu Istirahat, Waktu Kerja Lembur, dan Perhitungan Upah Kerja Lembur di Lingkungan PT ASDP Indonesia Ferry (Persero).

Kebijakan tersebut menjadi landasan dalam pengelolaan seluruh siklus karyawan, mulai dari perencanaan kebutuhan tenaga kerja, rekrutmen, penempatan, remunerasi, pengembangan kompetensi, penilaian kinerja, promosi dan suksesi, hingga persiapan masa purnabakti. Melalui pengelolaan yang terstruktur, ASDP berupaya memastikan bahwa kebutuhan organisasi dapat dipenuhi dengan komposisi SDM yang sesuai, sekaligus memberikan ruang bagi karyawan untuk berkembang sesuai peran, kompetensi, dan kontribusinya bagi Perseroan.

Pelaksanaan pengelolaan SDM berada di bawah koordinasi Vice President (VP) Pengembangan Organisasi & Kepemimpinan serta VP Pengelolaan SDM, dengan arahan dari Direktur Utama dan Direktur SDM & Layanan Korporasi. Struktur ini memperkuat tata kelola fungsi SDM, khususnya dalam pengembangan organisasi, pengelolaan talenta, administrasi kepegawaian, hubungan industrial, dan pengelolaan data SDM sebagai dasar pengambilan keputusan. Dengan tata kelola tersebut, Perseroan berupaya memastikan bahwa strategi SDM tidak hanya mendukung kebutuhan operasional jangka pendek, tetapi juga menjadi bagian dari kesiapan organisasi dalam menghadapi transformasi bisnis ke depan.

Pada akhir tahun 2025, berdasarkan data demografi karyawan entitas induk yang digunakan dalam laporan ini, PT ASDP Indonesia Ferry (Persero) mempekerjakan 4.738 karyawan, terdiri atas 4.250 karyawan laki-laki dan 488 karyawan perempuan. Berdasarkan status hubungan kerja, jumlah tersebut mencakup 3.276 karyawan tetap dan 1.462 karyawan kontrak. Selain karyawan Perseroan, ASDP

Several internal policies that serve as references for the Company's HR management include the following:

1. Board of Directors Decree No. KD.95/PA.002/ASDP-2023 concerning Employee Continuing Education within PT ASDP Indonesia Ferry (Persero);
2. Board of Directors Decree No. KD.220/PA.004/ASDP-2023 concerning Talent Management within PT ASDP Indonesia Ferry (Persero);
3. Board of Directors Decree No. KD.229/PA-207/ASDP-2023 concerning Employee Leave and Permission to Leave Work within PT ASDP Indonesia Ferry (Persero);
4. Board of Directors Decree No. KD.361/HK.002/ASDP-2023 concerning the Amendment to Board of Directors Decree No. KD.140/HK.002/ASDP-2022 concerning Working Hours, Rest Periods, Overtime Work, and Overtime Pay Calculation within PT ASDP Indonesia Ferry (Persero).

These policies serve as the foundation for managing the entire employee lifecycle, from workforce planning, recruitment, placement, and remuneration to competency development, performance evaluation, promotion and succession, as well as retirement preparation. Through a structured HR management approach, ASDP strives to ensure that organizational needs are met with an appropriate workforce composition while providing employees with opportunities to grow in accordance with their roles, competencies, and contributions to the Company.

The implementation of HR management is coordinated by the Vice President (VP) of Organizational Development & Leadership and the VP of HR Management, under the direction of the President Director and the Director of Human Resources & Corporate Services. This structure strengthens the governance of the HR function, particularly in organizational development, talent management, personnel administration, industrial relations, and HR data management as a basis for decision-making. Through this governance structure, the Company seeks to ensure that its HR strategy not only supports short-term operational needs, but also forms part of the organization's readiness to face future business transformation.

At the end of 2025, based on employee demographic data of the parent entity used in this report, PT ASDP Indonesia Ferry (Persero) employed 4,738 employees, consisting of 4,250 male employees and 488 female employees. Based on employment status, this number comprised 3,276 permanent employees and 1,462 contract employees. In addition to the Company's employees, ASDP is also supported by employees



juga didukung oleh karyawan pada entitas anak, yaitu PT Indonesia Ferry Properti memiliki 176 karyawan, sedangkan PT Jembatan Nusantara memiliki 1.353 karyawan. Dengan demikian, total sumber daya manusia konsolidasian ASDP beserta entitas anak mencapai 6.267 orang. Seluruh data kuantitatif pekerja ASDP yang diungkapkan, disusun berdasarkan metode *headcount* oleh Fungsi SDM berdasarkan posisi pada akhir periode pelaporan, yaitu 31 Desember 2025. [GRI 2-7]

of its subsidiaries, namely PT Indonesia Ferry Properti with 176 employees and PT Jembatan Nusantara with 1,353 employees. Accordingly, ASDP's total consolidated human resources, including its subsidiaries, reached 6,267 people. All quantitative workforce data disclosed for ASDP is compiled using the headcount methodology by the Human Resources Function, based on positions as of the end of the reporting period, namely 31 December 2025. [GRI 2-7]

DEMOGRAFI KARYAWAN [OJK C.3.] [GRI 2-7] EMPLOYEE DEMOGRAPHICS [OJK C.3.] [GRI 2-7]

Deskripsi Description	Satuan Unit	2025	2024	2023
Berdasarkan Jenis Kelamin By Gender				
Laki-laki Male	Orang People	4.250	4.415	4.410
Perempuan Female	Orang People	488	326	329
Total	Orang People	4.738	4.741	4.739
Berdasarkan Status Ketenagakerjaan By Employment Status				
Karyawan Tetap Permanent Employee				
Laki-laki Male	Orang People	2.933	3.080	3.235
Perempuan Female	Orang People	343	276	236
Total	Orang People	3.276	3.356	3.471
Karyawan Kontrak Contract Employee				
Laki-laki Male	Orang People	1.317	1.272	1.175
Perempuan Female	Orang People	145	113	93
Total	Orang People	1.462	1.385	1.268
Berdasarkan Wilayah By Area				
Kantor Pusat Head Office	Orang People	598	564	533
Kantor Regional (I - IV) Regional Offices (I - IV)	Orang People	88	53	51
Kantor Cabang Branch Offices	Orang People	4.052	4.124	4.155
Total	Orang People	4.738	4.741	4.739

JUMLAH KARYAWAN BERDASARKAN KELOMPOK USIA NUMBER OF EMPLOYEES BY AGE GROUP

Kelompok Usia Age Group	2025		2024		2023	
	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female
<30 Tahun Years Old	1.422	242	1.513	188	1.496	192
30 - 50 Tahun Years Old	2.265	232	2.296	123	2.334	120
>50 Tahun Years Old	563	14	606	15	580	17
Total	4.738		4.741		4.739	

KOMPOSISI KARYAWAN BERDASARKAN JENJANG PENDIDIKAN NUMBER OF EMPLOYEES BY EDUCATIONAL LEVEL

Keterangan Description	2025		2024		2023	
	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female
Karyawan Darat Ashore Employees						
S-3 Doktoral Doctorates	0	0	0	0	1	0
S-2 Pascasarjana Postgraduates	51	11	47	8	47	9
S-1 Sarjana Undergraduates	522	388	550	271	513	230
D-3 Diploma Diploma	166	31	143	23	145	25
SMA/SMK High School	484	55	571	61	626	62
SMP Junior High	5	1	7	1	12	1
SD Primary School	2	0	2	0	2	0
Sub-total Karyawan Darat Subtotal of Ashore Employees	1.230	486	1.320	364	1.346	327
Karyawan Laut Marine Employees						
ANT.I Nautical Expert Level I	8	0	8	0	10	0
ANT.II Nautical Expert Level II	34	0	33	0	36	0
ANT.III Nautical Expert Level III	204	1	203	1	218	0
ANT.IV Nautical Expert Level IV	219	1	261	2	272	2
ANT.V Nautical Expert Level V	237	0	237	0	256	0
ANT.D Nautical Expert Level D	1.027	0	1.012	0	970	0
ATT.I Technical Expert Level I	5	0	5	0	6	0
ATT.II Technical Expert Level II	29	0	30	0	33	0



Keterangan Description	2025		2024		2023	
	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female
ATT.III Technical Expert Level III	217	0	218	0	223	0
ATT.IV Technical Expert Level IV	232	0	255	0	270	0
ATT.V Technical Expert Level V	183	0	191	0	199	0
ATT.D Technical Expert Level D	625	0	594	0	573	0
Sub-total Karyawan Laut Subtotal of Marine Employees	3.020	2	3.054	3	3.064	2
Total	4.738		4.741		4.739	

JUMLAH KARYAWAN BERDASARKAN JENIS KELAMIN DAN POSISI NUMBER OF EMPLOYEES BY GENDER AND POSITION

Level Jabatan Position Level	2025		2024		2023	
	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female
D-1 BoD-1	84	12	67	10	59	9
D-2 BoD-2	185	51	184	48	172	42
D-3 BoD-3	114	29	43	13	32	12
D-4 BoD-4	198	58	225	38	190	18
D-5 BoD-5	632	335	796	255	873	244
Nakhoda Captain	165	0	173	0	165	0
Perwira Officer	1.089	2	1.116	2	1.127	3
Rating Crew	1.783	1	1.770	1	1.792	1
Total	4.250	488	4.374	367	4.410	329

Distribusi karyawan ASDP menunjukkan karakteristik bisnis Perseroan yang bertumpu pada kekuatan layanan operasional di lapangan. Mayoritas karyawan ditempatkan di kantor cabang untuk mendukung kelancaran kegiatan penyeberangan, kepelabuhanan, pelayanan pengguna jasa, serta operasional kapal di berbagai wilayah Indonesia. Sementara itu, keberadaan karyawan di kantor pusat dan kantor regional berperan dalam memperkuat fungsi perencanaan, koordinasi, pengendalian, pengawasan, serta dukungan strategis terhadap pelaksanaan operasional Perseroan secara menyeluruh.

ASDP's employee distribution reflects the characteristics of the Company's business, which relies on the strength of field operational services. The majority of employees are assigned to branch offices to support the smooth implementation of ferry operations, port activities, customer service, and vessel operations across various regions of Indonesia. Meanwhile, employees at the Head Office and Regional Offices play a role in strengthening planning, coordination, control, supervision, and strategic support functions for the Company's overall operations.

Rekrutmen merupakan bagian penting dari strategi ASDP dalam memastikan ketersediaan talenta yang sesuai dengan kebutuhan bisnis dan standar layanan Perseroan. Proses rekrutmen dilaksanakan untuk memenuhi kebutuhan karyawan darat maupun laut, dengan tetap memperhatikan kesesuaian kompetensi, integritas, sikap kerja, serta keselarasan dengan nilai dan budaya perusahaan. Selain melalui pemenuhan kebutuhan formasi, ASDP juga memperkuat daya tarik perusahaan sebagai tempat bekerja melalui kegiatan pengenalan perusahaan dan rekrutmen, termasuk ASDP Goes to Campus/Campus Hiring. Dalam pelaksanaannya, Perseroan menjunjung prinsip kesetaraan kesempatan kerja bagi seluruh masyarakat Indonesia, termasuk membuka ruang partisipasi bagi penyandang disabilitas sesuai ketentuan peraturan perundang-undangan yang berlaku.

Sebagai bagian dari proses integrasi karyawan baru ke dalam organisasi, ASDP melaksanakan proses orientasi dan pengenalan perusahaan untuk membantu karyawan memahami lingkungan kerja serta peran mereka dalam mendukung operasional Perseroan. Proses ini mencakup pengenalan mengenai profil dan budaya perusahaan, hak dan kewajiban karyawan, kebijakan dan tata tertib yang berlaku, aspek keselamatan dan kesehatan kerja, serta standar perilaku dan kode etik yang diterapkan di lingkungan Perseroan.

Pada tahun 2025, ASDP merekrut 287 karyawan baru, terdiri atas 232 laki-laki dan 55 perempuan. Berdasarkan kelompok usia, sebagian besar karyawan baru berada pada kelompok usia di bawah 30 tahun, yang menunjukkan upaya Perseroan dalam memperkuat regenerasi tenaga kerja dan menyiapkan talenta untuk mendukung kebutuhan bisnis jangka panjang. Berdasarkan wilayah kerja, perekrutan terbesar dilakukan untuk penempatan di kantor cabang, selaras dengan kebutuhan penguatan layanan operasional langsung di lapangan.

Selain memantau proses penerimaan karyawan baru, ASDP juga melakukan pemantauan terhadap karyawan yang meninggalkan Perseroan sebagai bagian dari evaluasi pengelolaan SDM. Pemantauan *turnover* menjadi salah satu indikator penting untuk memahami dinamika tenaga kerja, efektivitas strategi retensi, kebutuhan pengembangan kompetensi, serta keberlanjutan operasional. Pada tahun 2025, jumlah karyawan yang meninggalkan Perseroan tercatat sebanyak 326 orang, dengan tingkat *turnover* sebesar 6,88%, meningkat dibandingkan tahun 2024 sebesar 5,16% dan tahun 2023 sebesar 4,89%.

Recruitment is an important part of ASDP's strategy to ensure the availability of talent that aligns with the Company's business needs and service standards. The recruitment process is carried out to fulfil the needs of both ashore and marine employees, while taking into account competency fit, integrity, work attitude, and alignment with the Company's values and culture. In addition to fulfilling workforce requirements, ASDP also strengthens its attractiveness as an employer through company introduction and recruitment activities, including ASDP Goes to Campus/Campus Hiring. In its implementation, the Company upholds the principle of equal employment opportunity for all Indonesians, including providing opportunities for persons with disabilities in accordance with applicable laws and regulations.

As part of the new employee integration process, ASDP conducts orientation and company introduction programs to help employees understand the work environment and their roles in supporting the Company's operations. This process includes an introduction to the Company's profile and culture, employee rights and obligations, applicable policies and regulations, occupational health and safety aspects, as well as the standards of conduct and code of ethics implemented within the Company.

In 2025, ASDP recruited 287 new employees, consisting of 232 male employees and 55 female employees. By age group, the majority of new hires were under 30 years old, reflecting the Company's efforts to strengthen workforce regeneration and prepare talent to support long-term business needs. By work location, the largest number of recruits were assigned to branch offices, in line with the need to strengthen direct operational services in the field.

In addition to monitoring the recruitment of new employees, ASDP also monitors employees who leave the Company as part of its HR management evaluation. Turnover monitoring is an important indicator for understanding workforce dynamics, the effectiveness of retention strategies, competency development needs, and operational sustainability. In 2025, the number of employees who left the Company was recorded at 326, with a turnover rate of 6.88%, an increase from 5.16% in 2024 and 4.89% in 2023.

TINGKAT PEREKRUTAN DAN PERGANTIAN KARYAWAN [GRI 401-1]
RECRUITMENT AND EMPLOYEE TURNOVER RATE [GRI 401-1]

Deskripsi Description	2025				2024				2023				
	Jumlah Karyawan Number of Employees		Persentase Karyawan Employee Percentage		Jumlah Karyawan Number of Employees		Persentase Karyawan Employee Percentage		Jumlah Karyawan Number of Employees		Persentase Karyawan Employee Percentage		
	Laki-laki Male	Perem- puan Female	Laki-laki Male	Perem- puan Female	Laki-laki Male	Perem- puan Female	Laki-laki Male	Perem- puan Female	Laki-laki Male	Perem- puan Female	Laki-laki Male	Perem- puan Female	
Jumlah Karyawan Baru/Pengganti Number of New Hires/Replacements													
Berdasarkan Wilayah By Area													
Kantor Pusat Head Office	37	28	0,78%	0,59%	45	24	0,95%	0,51%	54	23	1,14%	0,49%	
Kantor Regional (I - IV) Regional Offices (I - IV)	4	2	0,08%	0,04%	2	0	0,04%	0,00%	5	2	0,11%	0,04%	
Kantor Cabang Branch Offices	191	25	4,03%	0,53%	157	29	3,31%	0,61%	196	7	4,14%	0,15%	
Jumlah Total	232	55	4,89%	1,16%	204	53	4,30%	1,12%	255	32	5,39%	0,68%	
Berdasarkan Kelompok Usia By Age Group													
<30 Tahun Years Old	208	52	4,39%	1,10%	190	48	4,01%	1,01%	222	29	4,68%	0,61%	
30 - 50 Tahun Years Old	19	2	0,40%	0,04%	12	5	0,25%	0,11%	31	3	0,65%	0,06%	
>50 Tahun Years Old	5	1	0,11%	0,02%	2	0	0,04%	0,00%	2	0	0,04%	0,00%	
Jumlah Total	232	55	4,90%	1,16%	204	53	4,30%	1,12%	255	32	5,38%	0,68%	
Jumlah Karyawan Resign/Pemutusan Hubungan Kerja Number of Resignations/Terminations													
Berdasarkan Wilayah By Area													
Kantor Pusat Head Office	37	13	0,78%	0,27%	16	9	0,34%	0,19%	N/A				N/A
Kantor Regional (I - IV) Regional Offices (I - IV)	5	1	0,11%	0,02%	2	1	0,04%	0,02%					
Kantor Cabang Branch Offices	269	14	5,68%	0,30%	234	11	4,94%	0,23%					
Jumlah Total	311	28	6,56%	0,59%	252	21	5,32%	0,44%					
Berdasarkan Kelompok Usia By Age Group													
<30 Tahun Years Old	69	6	1,46%	0,13%	58	6	1,22%	0,13%	N/A				N/A
30 - 50 Tahun Years Old	100	13	2,11%	0,27%	71	5	1,50%	0,11%					
>50 Tahun Years Old	142	9	3,00%	0,19%	123	10	2,59%	0,21%					
Jumlah Total	311	28	6,56%	0,59%	252	21	5,32%	0,44%					

Catatan | Note:

N/A: Belum terdapat metodologi perhitungan pemutusan hubungan kerja.

N/A: There is no established methodology for calculating termination of employment.

PENYEBAB KARYAWAN MENINGGALKAN PERUSAHAAN 2023-2025 REASONS EMPLOYEES LEAVE THE COMPANY 2023-2025

Keterangan Description	2025	2024	2023
Pensiun Alami Retirement	133	102	94
Pensiun Dini Early Retirement	0	0	0
Meninggal Dunia Passed Away	18	17	14
Mengundurkan Diri Resign	122	66	76
Hukuman Disiplin Disciplinary Action	16	43	29
Habis Kontrak Contract Expiration	31	14	15
Sakit Berkepanjangan Prolonged Illness	6	1	4
PHK Layoff	-	-	-
Total	326	243	232

TINGKAT TURNOVER KARYAWAN 2023-2025 EMPLOYEE TURNOVER RATE 2023-2025

Keterangan Description	2025	2024	2023
Jumlah karyawan Number of employees	4.738	4.741	4.739
Karyawan yang meninggalkan perusahaan Employees leaving the company	124	71	72
Turnover	2,63%	1,50%	1,54%
Perbandingan dengan tahun sebelumnya Comparison with the previous year	Naik 1,13% Up 1.13%	Turun 0,04% Down 0.04%	Naik 0,04% Up 0.04%

*Karyawan tetap dan kontrak | Permanent and contract employees

Selain karyawan tetap, Perseroan juga didukung oleh pekerja bukan karyawan yang berperan dalam menunjang kelancaran kegiatan operasional. Pekerja bukan karyawan ini mencakup tenaga kerja yang terlibat melalui mekanisme alih daya, program pemagangan, maupun bentuk penugasan kerja lainnya yang tidak berada dalam hubungan kerja langsung dengan Perseroan. Keberadaan mereka menjadi bagian penting dalam menjaga fleksibilitas operasional serta mendukung kebutuhan tenaga kerja pada fungsi-fungsi tertentu.

In addition to permanent employees, the Company is also supported by non-employee workers who play a role in supporting the smooth running of operational activities. These non-employee workers include personnel engaged through outsourcing mechanisms, internship programs, and other forms of work assignments that are not under a direct employment relationship with the Company. Their presence is an important part of maintaining operational flexibility and supporting workforce needs in certain functions.



Perseroan memastikan bahwa seluruh pekerja bukan karyawan tetap mendapatkan perlindungan yang memadai sesuai dengan ketentuan peraturan perundang-undangan yang berlaku. Hal ini mencakup aspek keselamatan dan kesehatan kerja, pengaturan jam kerja, serta pemenuhan hak-hak tenaga kerja yang dituangkan dalam perjanjian kerja sama dengan mitra penyedia jasa. Perseroan juga melakukan pemantauan terhadap mitra kerja untuk memastikan penerapan praktik ketenagakerjaan yang bertanggung jawab, termasuk pencegahan diskriminasi dan pemenuhan standar kerja yang layak, sejalan dengan komitmen keberlanjutan Perseroan.

The Company ensures that all non-employee workers receive adequate protection in accordance with applicable laws and regulations. This includes occupational health and safety aspects, working hour arrangements, and the fulfilment of labor rights as stipulated in cooperation agreements with service provider partners. The Company also monitors its work partners to ensure the implementation of responsible employment practices, including the prevention of discrimination and the fulfilment of decent work standards, in line with the Company's sustainability commitment.

KOMPOSISI PEKERJA BUKAN KARYAWAN [GRI 2-8] COMPOSITION OF NON-EMPLOYEE WORKERS [GRI 2-8]

Deskripsi Description	Satuan Unit	2025	2024	2023
Tenaga alih daya Outsourced personnel	Orang People	2.915	2.638	2.797
Tenaga magang/relawan Interns/volunteers	Orang People	99	107	97
Total	Orang People	3.014	2.745	2.894

HAK ASASI MANUSIA [GRI 406-1] HUMAN RIGHTS [GRI 406-1]

ASDP menempatkan penghormatan terhadap hak asasi manusia sebagai bagian dari tata kelola ketenagakerjaan dan budaya kerja Perseroan. Komitmen ini diterapkan dengan memastikan bahwa setiap karyawan dan calon karyawan memperoleh perlakuan yang adil, setara, dan bebas dari diskriminasi. Dalam praktiknya, ASDP memberikan kesempatan yang sama dalam proses rekrutmen, pengembangan kompetensi, pengembangan karier, serta penilaian kinerja, dengan mempertimbangkan kompetensi, kinerja, dan kebutuhan jabatan. Perseroan tidak membedakan individu berdasarkan gender, usia, suku, agama, latar belakang, kondisi fisik, maupun faktor lain yang tidak berkaitan dengan pekerjaan.

ASDP places respect for human rights as part of the Company's employment governance and work culture. This commitment is implemented by ensuring that every employee and prospective employee receives fair, equal, and non-discriminatory treatment. In practice, ASDP provides equal opportunities in recruitment, competency development, career development, and performance evaluation processes by taking into account competencies, performance, and position requirements. The Company does not discriminate against individuals based on gender, age, ethnicity, religion, background, physical condition, or other factors unrelated to work.

Sebagai bagian dari penerapan prinsip keberagaman, kesetaraan, dan inklusi, ASDP juga membuka kesempatan kerja bagi penyandang disabilitas yang memiliki kompetensi sesuai dengan kebutuhan perusahaan. Pendekatan ini mencerminkan komitmen Perseroan untuk membangun lingkungan kerja yang inklusif, di mana setiap individu memiliki ruang untuk berkontribusi dan berkembang secara profesional. Sepanjang tahun 2025, Perseroan tidak menerima laporan insiden diskriminasi di lingkungan kerja. [OJK F.18]

As part of the implementation of diversity, equity, and inclusion principles, ASDP also provides employment opportunities for persons with disabilities who have competencies aligned with the Company's needs. This approach reflects the Company's commitment to building an inclusive work environment, where every individual has the opportunity to contribute and grow professionally. Throughout 2025, the Company received no reports of discrimination incidents in the workplace. [OJK F.18]

Untuk memperkuat budaya kerja yang aman dan saling menghargai, ASDP memiliki Surat Edaran Direksi No. SE.1249/PA.107/ASDP-2023 tentang Kebijakan Berperilaku Saling Menghargai di Tempat Kerja atau *Respectful Workplace Policy*. Kebijakan ini menjadi pedoman bagi insan ASDP dalam menjaga profesionalitas, etika kerja, dan perilaku yang menghormati martabat setiap individu. Pada tahun 2025, Perseroan juga melanjutkan internalisasi *Respectful Workplace Policy* serta penguatan kebijakan terkait anti-diskriminasi, kekerasan, dan pelecehan sebagai bagian dari upaya menciptakan tempat kerja yang lebih aman, terbuka, dan suportif.

Apabila terdapat dugaan tindakan diskriminasi, karyawan maupun pemangku kepentingan dapat menyampaikan laporan melalui mekanisme yang berlaku, termasuk jalur hubungan industrial, atasan langsung, unit SDM, dan/atau *Whistleblowing System* sesuai jenis laporan. Setiap laporan akan ditindaklanjuti sesuai prosedur, termasuk melalui penelaahan, investigasi apabila diperlukan, penetapan tindakan perbaikan, serta pemantauan efektivitas tindak lanjut.

ASDP menolak segala bentuk pekerja anak dan kerja paksa dalam kegiatan operasional Perseroan. Seluruh hubungan kerja dilakukan secara sukarela berdasarkan perjanjian kerja yang jelas, dengan pengaturan mengenai fungsi, peran, hak, kewajiban, dan tanggung jawab karyawan. Perseroan menetapkan usia minimum karyawan 18 tahun, sehingga tidak mempekerjakan anak di bawah usia kerja yang diperbolehkan secara hukum. Perseroan juga memastikan bahwa tidak terdapat praktik kerja paksa dalam hubungan kerja, termasuk melalui pemenuhan hak karyawan sesuai ketentuan yang berlaku. [OJK F.19]

To strengthen a safe and respectful work culture, ASDP has issued Board of Directors' Circular No. SE.1249/PA.107/ASDP-2023 concerning the *Respectful Workplace Policy*. This policy serves as a guideline for ASDP personnel in maintaining professionalism, work ethics, and behaviour that respects the dignity of every individual. In 2025, the Company also continued the internalization of the *Respectful Workplace Policy* and strengthened policies related to anti-discrimination, violence, and harassment as part of its efforts to create a safer, more open, and supportive workplace.

In the event of suspected discriminatory acts, employees and stakeholders may submit reports through the applicable mechanisms, including industrial relations channels, direct supervisors, the HR unit, and/or the *Whistleblowing System*, depending on the type of report. Each report will be followed up in accordance with procedures, including through review, investigation where necessary, determination of corrective actions, and monitoring of the effectiveness of follow-up actions.

ASDP rejects all forms of child labour and forced labour in the Company's operations. All employment relationships are carried out voluntarily based on clear employment agreements, with provisions governing employees' functions, roles, rights, obligations, and responsibilities. The Company sets the minimum employee age at 18 years, thereby ensuring that it does not employ children below the legally permitted working age. The Company also ensures that there are no forced labour practices in employment relationships, including through the fulfilment of employee rights in accordance with applicable provisions. [OJK F.19]

RASIO UPAH KARYAWAN TINGKAT TERENDAH TERHADAP UPAH MINIMUM JAKARTA [OJK F.20] [GRI 405-2] RATIO OF LOWEST-LEVEL EMPLOYEE WAGES TO JAKARTA MINIMUM WAGE [OJK F.20] [GRI 405-2]



Laki-laki
Male

100%



Perempuan
Female

100%



Nilai Upah Pegawai Terendah
Lowest Level Employee Wage

Rp5.396.761



KEBERAGAMAN, KESETARAAN, DAN INKLUSI DIVERSITY, EQUITY, AND INCLUSION

ASDP terus mendorong lingkungan kerja yang menghargai keberagaman dan memberikan ruang partisipasi yang setara bagi seluruh karyawan. Prinsip keberagaman, kesetaraan, dan inklusi diterapkan dalam pengelolaan SDM, mulai dari penerimaan karyawan, pengembangan kompetensi, penilaian kinerja, hingga pengembangan karier. Sebagai bagian dari transparansi pelaporan, Perseroan menyajikan komposisi karyawan berdasarkan level jabatan dan kelompok usia untuk menunjukkan gambaran keberagaman tenaga kerja di lingkungan ASDP.

Dalam industri penyeberangan dan kepelabuhanan yang secara umum masih didominasi oleh tenaga kerja laki-laki, ASDP tetap memperkuat dukungan terhadap partisipasi perempuan. Salah satu inisiatif yang dilaksanakan adalah program Ngobrass, yaitu ruang diskusi dan berbagi pengalaman bagi karyawan perempuan dengan topik yang mencakup pengembangan karier, kesehatan, serta keseimbangan kehidupan kerja. Melalui inisiatif ini, Perseroan berupaya membangun budaya kerja yang lebih inklusif, suportif, dan mendorong kontribusi optimal dari seluruh insan ASDP. [GRI 3-3]

ASDP continues to foster a work environment that values diversity and provides equal opportunities for all employees to participate. The principles of diversity, equity, and inclusion are applied in HR management, from recruitment and competency development to performance evaluation and career development. As part of reporting transparency, the Company presents employee composition by position level and age group to provide an overview of workforce diversity within ASDP.

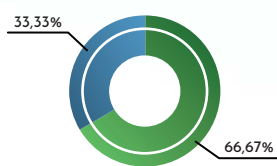
In the ferry and port industry, which is generally still dominated by male workers, ASDP continues to strengthen its support for women's participation. One of the initiatives implemented is the Ngobrass program, a discussion and experience-sharing forum for female employees covering topics such as career development, health, and work-life balance. Through this initiative, the Company seeks to build a more inclusive and supportive work culture that encourages optimal contributions from all ASDP personnel. [GRI 3-3]

KEBERAGAMAN [GRI 405-1]

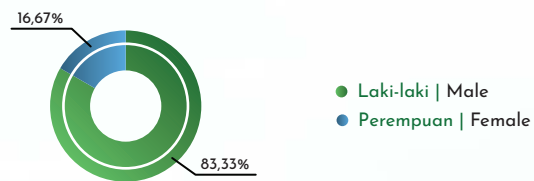
DIVERSITY [GRI 405-1]

KEBERAGAMAN ORGAN TATA KELOLA BERDASARKAN JENIS KELAMIN DIVERSITY OF GOVERNANCE ORGANS BY GENDER

Dewan Komisaris | Board of Commissioners



Direksi | Board of Directors



KEBERAGAMAN ORGAN TATA KELOLA BERDASARKAN KELOMPOK UMUR DIVERSITY OF GOVERNANCE ORGANS BY AGE GROUP

Deskripsi Description	Dewan Komisaris Board of Commissioners	Dewan Direksi Board of Directors
<30 tahun years old		
30 - 50 tahun years old	50,00%	50,00%
>50 tahun years old	50,00%	50,00%

KEBERAGAMAN BADAN TATA KELOLA KARYAWAN MENURUT LEVEL JABATAN DAN USIA 2023-2025 EMPLOYEE GOVERNANCE BODY DIVERSITY BY POSITION LEVEL AND AGE RANGE 2023-2025

Deskripsi Description	2025			2024			2023		
	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
D-1 BoD-1	1	52	42	0	43	48	0	41	49
D-2 BoD-2	6	177	38	8	170	42	10	168	45
D-3 BoD-3	4	44	3	5	41	3	4	42	6
D-4 BoD-4	25	165	66	22	266	64	21	270	66
D-5 BoD-5	505	414	158	504	402	153	498	405	159
Nakhoda Captain	3	90	73	5	90	71	4	87	70
Perwira Officer	62	839	177	62	828	168	61	830	173
Rating Crew	792	943	59	768	924	54	764	918	48

PENGEMBANGAN KOMPETENSI KARYAWAN [OJK F.22] EMPLOYEE COMPETENCY DEVELOPMENT [OJK F.22]

ASDP memandang pengembangan kompetensi karyawan sebagai bagian penting dalam menjaga kualitas layanan, keselamatan operasional, produktivitas, dan keberlanjutan usaha. Sebagai perusahaan jasa penyeberangan dan kepelabuhanan yang mengandalkan keandalan operasional di berbagai wilayah Indonesia, kesiapan kompetensi karyawan menjadi faktor penting dalam mendukung pencapaian target bisnis, transformasi digital, dan peningkatan standar pelayanan.

Dampak aktual dari program pengembangan kompetensi tercermin pada peningkatan kemampuan teknis, manajerial, kepemimpinan, serta kesiapan karyawan dalam menjalankan fungsi operasional dan pendukung. Sementara itu, dampak potensial yang perlu dikelola mencakup kesenjangan kompetensi, kebutuhan regenerasi kepemimpinan, kesiapan suksesi, adaptasi terhadap digitalisasi, serta penguatan budaya kerja yang selaras dengan prinsip keberlanjutan. Oleh karena itu, Perseroan menyelenggarakan program pelatihan dan pengembangan secara terarah sesuai kebutuhan organisasi, gap kompetensi, serta perkembangan industri.

ASDP views employee competency development as an important part of maintaining service quality, operational safety, productivity, and business sustainability. As a ferry and port services company that relies on operational reliability across various regions of Indonesia, employee competency readiness is an important factor in supporting the achievement of business targets, digital transformation, and higher service standards.

The actual impacts of competency development programs are reflected in the improvement of employees' technical, managerial, and leadership capabilities, as well as their readiness to carry out operational and supporting functions. Meanwhile, potential impacts that need to be managed include competency gaps, leadership regeneration needs, succession readiness, adaptation to digitalization, and the strengthening of a work culture aligned with sustainability principles. Therefore, the Company conducts targeted training and development programs based on organizational needs, competency gaps, and industry developments.



Komitmen pengembangan karier dan talenta karyawan didukung oleh sejumlah kebijakan internal, antara lain Keputusan Direksi No. KD.253/PA.004/ASDP-2022 tentang Manajemen Karier, Keputusan Direksi No. KD.220/PA.004/ASDP-2023 tentang Manajemen Talenta, Keputusan Direksi No. KD.36/PA.002/ASDP-2015 tentang Program Pendidikan dan Pelatihan Karyawan, Keputusan Direksi No. KD.95/PA.002/ASDP-2023 tentang Pendidikan Lanjutan Karyawan, serta Keputusan Direksi No. KD.225/HK.002/ASDP-2024 tentang Bidang Sumber Daya Manusia di Lingkungan PT ASDP Indonesia Ferry (Persero).

Pada tahun 2025, pengembangan kompetensi dilaksanakan melalui berbagai program pembelajaran, antara lain *public training*, *in-house training*, pelatihan *mandatory*, pelatihan bersertifikasi, pelatihan manajerial, pendidikan lanjutan, serta pengembangan talenta. Perseroan juga mengembangkan Ferizyan Learning Center (FLC), mengoptimalkan *Learning Management System* (LMS), menyelenggarakan Program Senin Belajar Bareng (SeBBar) Ferizyan, serta melaksanakan program Digital Talent untuk mendukung kesiapan karyawan menghadapi kebutuhan digitalisasi bisnis. Selain itu, ASDP melaksanakan pelatihan *mandatory* bagi karyawan laut, termasuk sertifikasi COP, COE, upgrading level ANT/ATT, serta pengembangan kompetensi awak kapal lainnya.

Pengembangan talenta dilaksanakan melalui Ferizyan Talent Development Program (FTDP) yang disusun secara berjenjang sesuai level jabatan. Program ini bertujuan membangun talent pool, memperkuat pipeline kepemimpinan, serta menyiapkan calon pemimpin masa depan. Pengembangan karier juga diperkuat melalui penyusunan *career path* berbasis kompetensi, job family, dan infrastruktur pendukung lainnya, serta pengelolaan *succession planning* untuk memastikan pemenuhan kebutuhan formasi jabatan secara lebih terarah.

ASDP meyakini bahwa keberhasilan jangka panjang Perseroan tidak hanya ditopang oleh kinerja usaha, tetapi juga oleh hubungan yang harmonis dengan masyarakat serta lingkungan kerja yang tangguh dan berintegritas. Sebagai wujud komitmen tersebut, Perseroan menjalankan kegiatan usaha dengan menghormati hak asasi manusia dan menegakkan prinsip etika bisnis yang bertanggung jawab. Komitmen ini ditetapkan pada tingkat Direksi dan dituangkan dalam Kode Etik dan Pedoman Perilaku serta pedoman hak asasi manusia Perseroan, yang menjadi acuan bagi seluruh insan ASDP dan pemangku kepentingan. Untuk memastikan komitmen tersebut dipahami dan dijalankan, Perseroan melakukan sosialisasi berkala dan

The commitment to employee career and talent development is supported by a number of internal policies, including Board of Directors Decree No. KD.253/PA.004/ASDP-2022 concerning Career Management, Board of Directors Decree No. KD.220/PA.004/ASDP-2023 concerning Talent Management, Board of Directors Decree No. KD.36/PA.002/ASDP-2015 concerning Employee Education and Training Programs, Board of Directors Decree No. KD.95/PA.002/ASDP-2023 concerning Employee Continuing Education, and Board of Directors Decree No. KD.225/HK.002/ASDP-2024 concerning Human Resources within PT ASDP Indonesia Ferry (Persero).

In 2025, competency development was implemented through various learning programs, including public training, in-house training, mandatory training, certified training, managerial training, continuing education, and talent development. The Company also developed the Ferizyan Learning Center (FLC), optimized the *Learning Management System* (LMS), organized the *Senin Belajar Bareng* (SeBBar) Ferizyan Program, and implemented the Digital Talent program to support employee readiness in addressing business digitalization needs. In addition, ASDP conducted mandatory training for marine employees, including COP and COE certification, ANT/ATT level upgrading, and other vessel crew competency development programs.

Talent development is implemented through the Ferizyan Talent Development Program (FTDP), which is structured in stages according to position level. The program aims to build a talent pool, strengthen the leadership pipeline, and prepare future leaders. Career development is further supported through the establishment of competency-based career paths, job families, and other supporting infrastructure, as well as the implementation of succession planning to ensure that position requirements are fulfilled in a more systematic and targeted manner.

ASDP believes that the Company's long-term success is sustained not only by business performance, but also by harmonious relations with the community and a resilient, integrity-driven working environment. Demonstrating this commitment, the Company conducts its business operations with respect for human rights and adherence to responsible business ethics principles. This commitment is established at the Board of Directors level and codified in the Company's Code of Conduct and human rights guidelines, serving as a benchmark for all ASDP personnel and stakeholders. To ensure these commitments are well understood and practiced, the Company conducts periodic

menyediakan materi yang dapat diakses secara publik melalui kanal resmi Perseroan (ppid.asdp.id).

Dari sisi budaya, ASDP memperkuat internalisasi nilai dan perilaku kerja melalui program *Agent of Change*, *Culture Leader*, *Culture Campaign*, *Culture Talk*, *Culture Team Support*, serta implementasi 5R (Ringkas, Rapi, Resik, Rawat, Rajin). Perseroan juga melakukan survei dan asesmen budaya untuk mengukur pemahaman serta efektivitas internalisasi budaya kerja, termasuk nilai AKHLAK, 5R, dan 5S. Upaya ini diarahkan untuk membentuk budaya kerja yang profesional, kolaboratif, adaptif, dan selaras dengan kebutuhan transformasi organisasi. [OJK F.1] [GRI 2-23]

Perseroan memastikan bahwa akses terhadap pengembangan karier dan pelatihan diberikan secara adil, dengan mempertimbangkan kebutuhan jabatan, kompetensi, kinerja, serta rencana pengembangan organisasi. Untuk mendukung pencapaian target kerja, ASDP juga menyediakan pendekatan *coaching* dan *counseling* sebagai sarana pembelajaran yang lebih personal, baik untuk mendukung pengembangan individu maupun membantu karyawan menghadapi tantangan personal dan profesional yang dapat memengaruhi kinerja.

socialization and provides publicly accessible materials through its official channel (ppid.asdp.id).

From a cultural perspective, ASDP strengthens the internalization of values and work behaviors through the *Agent of Change*, *Culture Leader*, *Culture Campaign*, *Culture Talk*, *Culture Team Support* programs, as well as the implementation of 5R (*Ringkas, Rapi, Resik, Rawat, Rajin*). The Company also conducts culture surveys and assessments to measure understanding and the effectiveness of work culture internalization, including AKHLAK, 5R, and 5S values. These efforts are aimed at shaping a professional, collaborative, and adaptive work culture that is aligned with the needs of organizational transformation. [OJK F.1] [GRI 2-23]

The Company ensures that access to career development and training is provided fairly, taking into account position requirements, competencies, performance, and organizational development plans. To support the achievement of work targets, ASDP also provides coaching and counseling approaches as more personalized learning methods, both to support individual development and to help employees address personal and professional challenges that may affect performance.

JUMLAH RATA-RATA JAM BELAJAR KARYAWAN ATAS TOTAL KARYAWAN [GRI 404-I] AVERAGE TRAINING HOURS PER EMPLOYEE [GRI 404-I]

Deskripsi Description	Satuan Unit	2025	2024	2023
Jumlah total karyawan laki-laki Total male employees	Orang People	4.271	4.338	4.389
Jumlah total karyawan perempuan Total female employees	Orang People	437	389	349
Jumlah pelatihan Total modules	Modul Module	266	196	158
Jumlah keseluruhan jam belajar (laki-laki) Total training hours (male)	Jam Hour	37.056	89.744	121.880
Jumlah keseluruhan jam belajar (perempuan) Total training hours (female)	Jam Hour	12.922	22.200	28.944
Jumlah jam pelatihan Number of training hours	Jam Hour	49.978	111.944	150.824
Rata-rata jam belajar (laki-laki) Average training hours (male)	Jam per orang Hour/person	8,7	20,7	27,8
Rata-rata jam belajar (perempuan) Average training hours (female)	Jam per orang Hour/person	29,6	57,1	82,9
Rata-rata jam belajar (seluruh karyawan) Average training hours (all employees)	Jam per orang Hour/person	10,6	23,7	31,8



Selama periode pelaporan, sebanyak 354 modul pelatihan telah diberikan dengan menyelenggarakan 37.032 jam pelatihan bagi karyawan laki-laki dan diikuti 12.898 jam pelatihan bagi karyawan perempuan.

ASDP berkomitmen untuk meningkatkan kapasitas dan kompetensi sumber daya manusia melalui penyelenggaraan program pendidikan dan pelatihan yang terarah. Landasan pelaksanaan kegiatan ini mengacu pada Keputusan Direksi No. KD.36/PA.002/ASDP-2015 tentang Program Pendidikan dan Pelatihan (Diklat) Karyawan serta Keputusan Direksi No. KD.95/PA.002/ASDP-2023 tentang Pendidikan Lanjutan Karyawan di lingkungan PT ASDP Indonesia Ferry (Persero).

During the reporting period, a total of 354 training modules were delivered, comprising 37,032 training hours for male employees and 12,898 training hours for female employees.

ASDP is committed to enhancing the capacity and competency of its human resources through targeted education and training programs. The implementation of these activities refers to Board of Directors Decree No. KD.36/PA.002/ASDP-2015 concerning Employee Education and Training Programs and Board of Directors Decree No. KD.95/PA.002/ASDP-2023 concerning Employee Continuing Education within PT ASDP Indonesia Ferry (Persero).

REKAPITULASI JAM PELATIHAN 2023-2025 RECAPITULATION OF TRAINING HOURS 2023-2025

Jenis Kelamin/Kategori Gender/Category	2025	2024	2023
Jumlah Peserta Pelatihan Number of Training Participants			
Berdasarkan Jenis Kelamin By Gender			
Laki-laki Male	1.532	1,840	1.661
Perempuan Female	570	395	431
Berdasarkan Level Jabatan Based on Position			
D-1 BoD-1	308	281	158
D-2 BoD-2	293	365	277
D-3 BoD-3	67	21	45
D-4 BoD-4	230	51	67
D-5 BoD-5	832	633	685
D-6 BoD-6	6	0	0
Nakhoda Captain	12	122	40
Perwira + Rating Officer + Crew	354	744	814
Jumlah Total Jam Pelatihan Total Number of Training Hours			
Berdasarkan Jenis Kelamin By Gender			
Laki-laki Male	37.056	89.744	121.880
Perempuan Female	12.922	22.200	28.944
Berdasarkan Level Jabatan Based on Position Level			
D-1 BoD-1	6.104	10.240	31.424
D-2 BoD-2	9.155	15.200	62.552

Jenis Kelamin/Kategori Gender/Category	2025	2024	2023
D-3 BoD-3	1.840	568	2.648
D-4 BoD-4	6.095	3.248	2.528
D-5 BoD-5	19.928	45.928	21.592
D-6 BoD-6	248	0	0
Nakhoda Captain	536	9.688	6.688
Perwira + Rating Officer + Crew	6.072	25.920	20.408
Rata-rata Jam Pelatihan per Karyawan Average Training Hours per Employee	26	50	72

JUMLAH PESERTA PELATIHAN PER JENIS PELATIHAN 2023-2025
NUMBER OF TRAINING PARTICIPANTS PER TRAINING TYPE 2023-2025

Keterangan Description	2025	2024	2023
Pelatihan Kompetensi Competency Training	188	127	156
Pelatihan Manajerial Management Training	4	7	6
Sertifikasi Certification	84	89	24

PENILAIAN KINERJA KARYAWAN [GRI 404-3]

ASDP melaksanakan penilaian kinerja karyawan sampai dengan level individu melalui sistem pengukuran kinerja yang mengacu pada KPI individu dan target yang selaras dengan arah strategis Perseroan. Penilaian kinerja digunakan sebagai dasar dalam memantau pencapaian target, mendukung pengembangan kompetensi, serta menjadi salah satu pertimbangan dalam pengelolaan karier dan penghargaan karyawan. Pada tahun 2025, Perseroan juga melakukan pembaruan kamus KPI individu agar indikator kinerja tetap relevan dengan kebutuhan organisasi dan sasaran jangka panjang Perseroan.

EMPLOYEE PERFORMANCE EVALUATION [GRI 404-3]

ASDP conducts employee performance assessments down to the individual level through a performance measurement system that refers to individual KPIs and targets aligned with the Company's strategic direction. Performance assessments are used as a basis for monitoring target achievement, supporting competency development, and serving as one of the considerations in employee career management and rewards. In 2025, the Company also updated the individual KPI dictionary to ensure that performance indicators remain relevant to organizational needs and the Company's long-term objectives.

PENILAIAN KINERJA KARYAWAN
EMPLOYEE PERFORMANCE APPRAISAL

Deskripsi Description	2025		2024		2023	
	Orang People	%	Orang People	%	Orang People	%
Karyawan yang menerima penilaian kinerja (laki-laki) Employee receiving performance appraisal (male)	4.230	91	4.217	91	4.346	92
Karyawan yang menerima penilaian kinerja (perempuan) Employee receiving performance appraisal (female)	428	9	398	9	379	8



PROGRAM PURNABAKTI [OJK F.22] [GRI 404-2]

RETIREMENT PREPARATION PROGRAM [OJK F.22] [GRI 404-2]

ASDP menyelenggarakan Program Purnabakti sebagai bentuk dukungan bagi karyawan yang akan memasuki masa pensiun. Program ini bertujuan membantu karyawan mempersiapkan transisi dari dunia kerja menuju masa purnabakti secara lebih terarah, baik dari aspek psikologis, kesehatan, keuangan, maupun kesiapan untuk tetap produktif setelah pensiun. Pelaksanaan program mengacu pada Keputusan Direksi No. KD.271/PA.002/ASDP-2017 tentang Program Pelatihan bagi Karyawan yang Akan Pensiun.

Pelaksanaan Program Purnabakti juga menjadi bagian dari tanggung jawab Perseroan dalam mendampingi karyawan pada fase akhir siklus ketenagakerjaan. Selain memberikan pembekalan kepada karyawan yang akan pensiun, program ini mencerminkan perhatian ASDP terhadap keberlanjutan kesejahteraan karyawan, sekaligus mendukung proses transisi yang lebih tertata dari masa aktif bekerja menuju masa purna tugas. Pada tahun 2025, jumlah peserta pelatihan masa pensiun tercatat sebanyak 120 orang.

ASDP juga menyediakan perlindungan finansial bagi karyawan melalui program manfaat pensiun wajib BPJS Ketenagakerjaan, Dana Pensiun ASDP, dan DPLK BRI sesuai ketentuan yang berlaku. Pada tahun 2025, jumlah peserta manfaat pensiun wajib BP Jamsostek tercatat sebanyak 4.756 orang, peserta Dana Pensiun ASDP sebanyak 871 orang, dan peserta DPLK BRI sebanyak 2.507 orang.

ASDP organizes the Retirement Preparation Program as a form of support for employees who are approaching retirement. This program aims to help employees prepare for the transition from working life to retirement in a more structured manner, covering psychological, health, financial, and post-retirement productivity readiness aspects. The program is implemented in accordance with Board of Directors Decree No. KD.271/PA.002/ASDP-2017 concerning Training Programs for Employees Approaching Retirement.

The implementation of the Retirement Preparation Program also forms part of the Company's responsibility in supporting employees during the final stage of the employment lifecycle. In addition to providing preparation for employees approaching retirement, this program reflects ASDP's attention to the sustainability of employee welfare, while supporting a more structured transition from active employment to retirement. In 2025, the number of retirement training participants was recorded at 120 employees.

ASDP also provides financial protection for employees through mandatory pension programs under BPJS Ketenagakerjaan, the ASDP Pension Fund, and DPLK BRI in accordance with applicable regulations. In 2025, the number of participants in the mandatory BPJS Ketenagakerjaan pension program reached 4,756 employees, while the ASDP Pension Fund and DPLK BRI recorded 871 and 2,507 participants, respectively.

PROGRAM PENSIUN PENSION PROGRAM

Keterangan Description	2025	2024	2023
Jumlah Peserta Program Manfaat Pensiun Wajib - BP Jamsostek Number of Participants in the Mandatory Pension Benefit Program (BP Jamsostek)	4.756	4.753	4.741
Jumlah Peserta Program Manfaat Pensiun Lainnya - Dana Pensiun ASDP Number of Participants in Other Pension Benefit Programs ASDP Pension Fund	871	1.020	1.167
Jumlah Peserta Program Manfaat Pensiun Lainnya - DPLK BRI Number of Participants in Other Pension Benefit Programs DPLK BRI	2.507	2.345	2.303
Jumlah Peserta Pelatihan Masa Pensiun Number of Participants in Retirement Training	120	90	90

REMUNERASI DAN TUNJANGAN REMUNERATION AND BENEFITS

ASDP menerapkan kebijakan remunerasi dan tunjangan dengan mempertimbangkan struktur jabatan, tanggung jawab pekerjaan, kompetensi, kinerja, masa kerja, serta karakteristik penugasan karyawan darat dan laut. Kebijakan ini disusun untuk mendukung kesejahteraan karyawan, menjaga daya saing Perseroan sebagai penyedia layanan penyeberangan dan kepelabuhanan, serta memastikan pemenuhan ketentuan ketenagakerjaan yang berlaku di seluruh wilayah operasional

Pada tahun 2025, ASDP memperkuat sistem remunerasi dan benefit melalui *salary survey* eksekutif, tahap awal *salary survey* karyawan, serta penyesuaian sistem *grading* dan struktur remunerasi antara induk perusahaan dan anak perusahaan, termasuk PT Jembatan Nusantara. Perseroan juga melakukan penyusunan kebijakan standar remunerasi karyawan perintis, perumusan ketentuan selisih hak pensiun bagi karyawan mendekati pensiun, serta kajian evaluasi kebijakan pemberian tunjangan cuti.

Selain kompensasi dasar, Perseroan menyediakan berbagai manfaat tambahan, antara lain fasilitas kesehatan dan pengobatan bagi karyawan dan keluarga, kepesertaan dalam program BPJS Kesehatan dan BPJS Ketenagakerjaan, serta program dana pensiun. Bagi pekerja lapangan, Perseroan juga menyediakan fasilitas penunjang seperti konsumsi kerja. Perbedaan jenis remunerasi dan tunjangan antara karyawan tetap dan karyawan kontrak diatur sesuai dengan kebijakan internal dan ketentuan yang berlaku, dengan tetap memperhatikan prinsip keadilan dan kepatuhan terhadap regulasi. [GRI 401-2]

ASDP implements remuneration and benefits policies by considering position structure, job responsibilities, competencies, performance, length of service, as well as the assignment characteristics of ashore and marine employees. These policies are designed to support employee welfare, maintain the Company's competitiveness as a ferry and port services provider, and ensure compliance with applicable employment regulations across all operational areas.

In 2025, ASDP strengthened its remuneration and benefits system through an executive salary survey, the initial stage of an employee salary survey, and the alignment of the grading system and remuneration structure between the parent company and subsidiaries, including PT Jembatan Nusantara. The Company also prepared a standard remuneration policy for pioneer employees, formulated provisions on pension entitlement differences for employees approaching retirement, and conducted an evaluation study on the policy for providing leave allowances.

In addition to basic compensation, the Company provides various additional benefits, including healthcare and medical facilities for employees and their families, participation in BPJS Kesehatan and BPJS Ketenagakerjaan programs, as well as pension fund programs. For field workers, the Company also provides supporting facilities such as work meals. Differences in the types of remuneration and benefits between permanent employees and contract employees are regulated in accordance with internal policies and applicable provisions, while still taking into account the principles of fairness and regulatory compliance. [GRI 401-2]



TUNJANGAN DAN REMUNERASI KARYAWAN [GRI 401-2] EMPLOYEE REMUNERATION AND BENEFITS [GRI 401-2]

Deskripsi Description	Karyawan Tetap Permanent Employee	Karyawan Kontrak Contract Employee
Gaji pokok Basic Salary	✓	✓
Tunjangan Jabatan Position Allowance	✓	✓
Tunjangan Kinerja/Kehadiran Performance/Attendance Allowance	✓	✓
Bonus Jasa Produksi Production Service Bonus	✓	✓
Tunjangan Hari Raya (THR) Religious Holiday Allowance	✓	✓
Tunjangan Produktivitas/Premi Layar Productivity Allowance/Sailing Bonus	✓	✓
Non Upah Non-Salary	✓	✓
Program Pensiun Benefits Pension	✓	-
BPJS Ketenagakerjaan & Kesehatan Employment & Health Social Security (BPJS)	✓	✓
Asuransi Komersial Commercial Insurance	✓	✓
Asuransi Personal Accident Personal Accident Insurance	✓	✓
Benefit Lainnya Other Benefits	✓	✓
Kompensasi PKWT Permanent Employment Compensation	-	✓

RASIO KOMPENSASI TOTAL TAHUNAN [GRI 2-21]

Penghitungan rasio kompensasi total tahunan dilakukan berdasarkan data remunerasi karyawan selama periode pelaporan. Kompensasi total tahunan yang digunakan dalam perhitungan mencakup komponen remunerasi yang diterima karyawan selama tahun pelaporan, antara lain gaji pokok, tunjangan jabatan, tunjangan kinerja/kehadiran, dan komponen lain yang relevan sesuai struktur remunerasi Perseroan. Individu dengan kompensasi tertinggi dikecualikan dari perhitungan median kompensasi seluruh karyawan.

Pada tahun 2025, rasio kompensasi total tahunan individu dengan bayaran tertinggi terhadap median kompensasi total tahunan seluruh karyawan tercatat sebesar 7:1. Median kenaikan kompensasi tercatat sebesar 5%, sedangkan kenaikan tertinggi tercatat sebesar 9%, sehingga rasio kenaikan kompensasi tertinggi terhadap median kenaikan kompensasi adalah 1,8:1. [GRI 2-21]

ANNUAL TOTAL COMPENSATION RATIO [GRI 2-21]

The annual total compensation ratio is calculated based on employee remuneration data during the reporting period. The annual total compensation used in the calculation includes remuneration components received by employees during the reporting year, including basic salary, position allowance, performance/attendance allowance, and other relevant components in accordance with the Company's remuneration structure. The individual with the highest compensation is excluded from the calculation of the median compensation of all employees.

In 2025, the ratio of the annual total compensation of the highest-paid individual to the median annual total compensation of all employees was recorded at 7:1. The median compensation increase was recorded at 5%, while the highest increase was recorded at 9%, resulting in a ratio of the highest compensation increase to the median compensation increase of 1.8:1. [GRI 2-21]

KARYAWAN CUTI MELAHIRKAN [GRI 401-3]

Dalam mendukung keseimbangan kehidupan kerja dan keluarga, ASDP memberikan hak cuti melahirkan bagi karyawan perempuan dan hak cuti terkait kelahiran anak bagi karyawan laki-laki sesuai ketentuan perusahaan. Perseroan menjamin karyawan yang mengambil cuti tersebut dapat kembali bekerja setelah masa cuti berakhir.

Karyawan perempuan berhak memperoleh cuti melahirkan paling singkat selama 3 (tiga) bulan. Dalam kondisi khusus yang dibuktikan dengan surat keterangan dokter, cuti melahirkan dapat diberikan paling lama 3 (tiga) bulan berikutnya. Sementara itu, karyawan laki-laki memperoleh izin meninggalkan pekerjaan selama 2 (dua) hari kerja apabila istri karyawan melahirkan normal, dan selama 5 (lima) hari kerja apabila istri karyawan melahirkan melalui operasi caesar.

PARENTAL LEAVE [GRI 401-3]

To support work-life and family balance, ASDP provides maternity leave rights for female employees and childbirth-related leave rights for male employees in accordance with Company regulations. The Company ensures that employees who take such leave are able to return to work after the leave period ends.

Female employees are entitled to maternity leave for a minimum period of 3 (three) months. In special circumstances supported by a medical certificate, maternity leave may be extended for up to an additional 3 (three) months. Meanwhile, male employees are entitled to leave from work for 2 (two) working days if their wife gives birth normally, and for 5 (five) working days if their wife gives birth by caesarean section.

KARYAWAN CUTI MELAHIRKAN [GRI 401-3] PARENTAL LEAVE [GRI 401-3]

Deskripsi Description	2025		2024		2023	
	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female
Jumlah karyawan berhak mendapatkan cuti melahirkan Total employees eligible for parental leave rights	3.106	203	3.065	198	3.038	195
Jumlah karyawan yang mengambil cuti melahirkan Total employees taking parental leave	54	16	45	18	14	5
Jumlah karyawan yang kembali bekerja pada periode pelaporan setelah cuti melahirkan berakhir Total employees returning to work after parental leave ended during the reporting year	54	16	45	18	14	5
Jumlah karyawan yang kembali bekerja setelah cuti melahirkan berakhir, yang masih dipekerjakan 12 bulan setelah kembali bekerja Total employees returning to work after parental leave and still employed 12 months after their return	54	16	45	17	14	5
Tingkat kembali bekerja (%) Return to work rate (%)	100	100	100	100	100	100
Tingkat karyawan yang dipertahankan (%) Employee retention rate (%)	100	100	100	100	100	100



MEKANISME PEMBERITAHUAN AWAL TERHADAP PERUBAHAN SIGNIFIKAN DI LINGKUNGAN KERJA [GRI 402-1] MINIMUM NOTICE PERIODS REGARDING OPERATIONAL CHANGES [GRI 402-1]

ASDP memahami bahwa perubahan operasional yang bersifat signifikan, termasuk perubahan struktur organisasi, penyesuaian lokasi kerja, perubahan pola kerja, perubahan kondisi kerja, maupun kebijakan lain yang berdampak langsung terhadap karyawan, perlu dikelola melalui komunikasi yang jelas, tepat waktu, dan dapat dipertanggungjawabkan. Pendekatan ini dilakukan untuk menjaga kepastian kerja, hubungan industrial yang harmonis, serta kesiapan karyawan dalam menyesuaikan diri terhadap perubahan yang terjadi. [GRI 3-3]

Pada tahun 2025, pengelolaan komunikasi perubahan didukung oleh program hubungan industrial yang mencakup pelaksanaan Lembaga Kerja Sama Bipartit (LKS Bipartit), perumusan sampai pendaftaran Perjanjian Kerja Bersama (PKB) 2025-2027, sosialisasi PKB, review peraturan perusahaan yang berkaitan dengan hubungan industrial, serta kegiatan *employee relation*. Melalui forum dan program tersebut, Perseroan menyediakan ruang komunikasi antara manajemen dan karyawan, termasuk perwakilan karyawan, untuk membahas isu ketenagakerjaan, kondisi kerja, serta perubahan yang memerlukan penjelasan dan tindak lanjut.

Dalam hal terdapat perubahan operasional signifikan yang berpotensi memengaruhi karyawan, ASDP menyampaikan pemberitahuan awal sesuai ketentuan internal Perseroan dan/atau ketentuan yang berlaku dalam PKB. Berdasarkan kebijakan yang telah diterapkan, Perseroan memberikan pemberitahuan paling lambat 14 hari kerja sebelum perubahan operasional besar diberlakukan. Periode pemberitahuan ini diberikan agar karyawan memiliki waktu yang memadai untuk memahami dampak perubahan, melakukan penyesuaian yang diperlukan, serta memperoleh klarifikasi melalui kanal komunikasi yang tersedia.

ASDP understands that significant operational changes, including changes in organizational structure, work location adjustments, changes in work patterns, changes in working conditions, and other policies that directly affect employees, need to be managed through clear, timely, and accountable communication. This approach is carried out to maintain employment certainty, harmonious industrial relations, and employee readiness to adapt to the changes that occur. [GRI 3-3]

In 2025, change communication management was supported by industrial relations programs, including the implementation of the Bipartite Cooperation Institution (LKS Bipartit), the formulation through registration of the 2025-2027 Collective Labor Agreement (CLA), CLA socialization, review of company regulations related to industrial relations, and employee relations activities. Through these forums and programs, the Company provides a communication platform between management and employees, including employee representatives, to discuss employment issues, working conditions, and changes that require explanation and follow-up.

In the event of significant operational changes that may affect employees, ASDP provides prior notice in accordance with the Company's internal provisions and/or the provisions set out in the CLA. Based on the policy implemented, the Company provides notice no later than 14 working days before major operational changes take effect. This notice period is provided to allow employees adequate time to understand the impact of the changes, make the necessary adjustments, and obtain clarification through the available communication channels.

Untuk perubahan yang berkaitan dengan struktur organisasi, penyesuaian unit kerja, atau perubahan uraian jabatan, pemberitahuan dilakukan melalui penerbitan keputusan organisasi dan/atau dokumen internal terkait yang kemudian disosialisasikan kepada unit kerja terdampak. Pada tahun 2025, ASDP juga memperkuat proses *change management* dalam transformasi organisasi melalui penyusunan materi perubahan, penyesuaian struktur organisasi Kantor Pusat dan Regional, serta penyusunan uraian jabatan sebagai bagian dari upaya memastikan perubahan dapat dipahami dan diterapkan secara lebih terarah.

Selain penyampaian secara formal, ASDP mendorong komunikasi dua arah melalui forum hubungan industrial, LKS Bipartit, pertemuan dengan perwakilan karyawan, kanal komunikasi internal, serta kegiatan internalisasi kebijakan ketenagakerjaan. Perseroan juga menggunakan materi pembelajaran dan media internal untuk meningkatkan pemahaman karyawan terhadap ketentuan ketenagakerjaan, PKB, serta kebijakan perusahaan yang relevan.

Melalui mekanisme pemberitahuan awal dan komunikasi yang terbuka, ASDP berupaya memastikan bahwa setiap perubahan operasional dapat dilaksanakan secara tertib, transparan, dan tetap memperhatikan hak serta kepentingan karyawan. Pendekatan ini menjadi bagian dari komitmen Perseroan dalam menjaga hubungan industrial yang harmonis, memperkuat akuntabilitas proses perubahan, serta mendukung lingkungan kerja yang adaptif dan berkelanjutan.

PERJANJIAN KERJA BERSAMA COLLECTIVE LABOR AGREEMENT

ASDP memandang hubungan industrial yang harmonis sebagai salah satu prasyarat penting dalam menjaga keberlanjutan operasional dan produktivitas kerja. Perseroan menyediakan ruang dialog antara manajemen dan karyawan, termasuk melalui Serikat Pekerja ASDP sebagai wadah komunikasi dan konsultasi terkait hak, kewajiban, kesejahteraan, serta kondisi kerja.

Hubungan kerja antara Perseroan dan karyawan diatur melalui PKB yang mencakup ketentuan mengenai hak dan kewajiban karyawan, waktu kerja dan istirahat, disiplin kerja, mekanisme penyelesaian perselisihan, fasilitas kesehatan, serta ketentuan lain yang berkaitan dengan hubungan

For changes related to organizational structure, work unit adjustments, or changes in job descriptions, notice is provided through the issuance of organizational decrees and/or relevant internal documents, which are then socialized to the affected work units. In 2025, ASDP also strengthened its change management process in organizational transformation through the preparation of change materials, adjustments to the Head Office and Regional Office organizational structures, and the development of job descriptions as part of efforts to ensure that changes can be understood and implemented in a more targeted manner.

In addition to formal communication, ASDP encourages two-way communication through industrial relations forums, LKS Bipartit, meetings with employee representatives, internal communication channels, and employment policy internalization activities. The Company also uses learning materials and internal media to improve employees' understanding of employment provisions, the CLA, and relevant company policies.

Through prior notice mechanisms and open communication, ASDP strives to ensure that every operational change can be implemented in an orderly and transparent manner while taking into account the rights and interests of employees. This approach forms part of the Company's commitment to maintaining harmonious industrial relations, strengthening the accountability of change processes, and supporting an adaptive and sustainable work environment.

ASDP views harmonious industrial relations as an important prerequisite for maintaining operational sustainability and work productivity. The Company provides a dialogue platform between management and employees, including through the ASDP Labor Union as a communication and consultation forum related to rights, obligations, welfare, and working conditions.

The employment relationship between the Company and its employees is governed by the CLA, which covers provisions on employee rights and obligations, working and rest hours, work discipline, dispute resolution mechanisms, healthcare facilities, and other provisions related to industrial relations.



industrial. Pada tahun 2025, Perseroan juga menjalankan proses perumusan, pendaftaran, dan sosialisasi PKB 2025-2027, serta memperkuat pelaksanaan LKS Bipartit dan sertifikasi hubungan industrial.

PKB Perseroan mencakup 100% karyawan. Melalui penerapan PKB, Perseroan berupaya memastikan terciptanya hubungan kerja yang adil, transparan, dan saling menghormati, sekaligus mendukung lingkungan kerja yang kondusif dan produktif. [GRI 2-30]

Sebagai wujud dukungan terhadap kebebasan berserikat, karyawan ASDP memiliki wadah komunikasi melalui Serikat Pekerja ASDP. Forum ini berfungsi sebagai sarana konsultasi antara karyawan dan manajemen, sehingga aspirasi, hak, dan kewajiban kedua belah pihak dapat dikelola secara seimbang.

In 2025, the Company also carried out the formulation, registration, and socialization of the 2025-2027 CLA, while strengthening the implementation of LKS Bipartit and industrial relations certification.

The Company's CLA covers 100% of employees. Through the implementation of the CLA, the Company strives to ensure fair, transparent, and mutually respectful employment relations, while supporting a conducive and productive work environment. [GRI 2-30]

As a form of support for freedom of association, ASDP employees have a communication forum through the ASDP Labor Union. This forum serves as a consultation platform between employees and management, enabling the aspirations, rights, and obligations of both parties to be managed in a balanced manner.

SURVEI KEPUASAN KARYAWAN EMPLOYEE SATISFACTION SURVEY

ASDP melaksanakan survei kepuasan karyawan secara berkala untuk memahami persepsi karyawan terhadap lingkungan kerja, efektivitas manajemen, keterikatan, dan aspek pendukung produktivitas. Hasil survei menjadi dasar bagi Perseroan dalam merumuskan perbaikan pengelolaan SDM, termasuk pada aspek komunikasi, hubungan dengan atasan, pengembangan karier, kesejahteraan, dan fasilitas kerja.

Pada tahun 2025, indeks kepuasan karyawan tercatat sebesar 4,06 dari skala 5,00, meningkat dibandingkan tahun 2024 sebesar 4,01 dan tahun 2023 sebesar 4,02. Capaian ini menunjukkan adanya perbaikan persepsi karyawan terhadap lingkungan kerja dan efektivitas pengelolaan SDM, sekaligus menjadi dasar bagi Perseroan untuk terus memperkuat *employee engagement* dan program kesejahteraan karyawan secara berkelanjutan.

ASDP conducts employee satisfaction surveys periodically to understand employees' perceptions of the work environment, management effectiveness, engagement, and productivity-supporting aspects. The survey results serve as the basis for the Company in formulating improvements to HR management, including communication, relationships with supervisors, career development, welfare, and work facilities.

In 2025, the employee satisfaction index was recorded at 4.06 out of a 5.00 scale, an increase from 4.01 in 2024 and 4.02 in 2023. This achievement indicates an improvement in employees' perceptions of the work environment and the effectiveness of HR management, while also serving as a basis for the Company to continue strengthening employee engagement and employee welfare programs in a sustainable manner.

INDEKS KEPUASAN KARYAWAN 2023-2025 EMPLOYEE SATISFACTION INDEX 2023-2025

Keterangan Description	2025	2024	2023
Indeks Kepuasan Karyawan Employee Satisfaction Index	4,06	4,01	4,02

BUDAYA KESELAMATAN DAN KESEHATAN KERJA (K3) OCCUPATIONAL HEALTH AND SAFETY (OHS) CULTURE

ASDP menempatkan Keselamatan dan Kesehatan Kerja (K3) sebagai bagian penting dalam menjaga keberlangsungan operasional, keselamatan pelayaran, serta perlindungan bagi karyawan, pekerja alih daya, mitra kerja, pengguna jasa, dan pihak lain yang berada di area kerja Perseroan. Dengan karakteristik usaha penyeberangan dan kepelabuhanan, kegiatan operasional ASDP memiliki risiko yang beragam, mulai dari aktivitas kapal dan pelabuhan, pemuatan kendaraan, pengoperasian peralatan, pemeliharaan fasilitas, hingga keadaan darurat yang dapat dipengaruhi oleh faktor teknis, manusia, cuaca, maupun lingkungan.

Pengelolaan K3 dilakukan secara terstruktur melalui penerapan sistem manajemen keselamatan, identifikasi bahaya, penilaian dan pengendalian risiko, pelatihan, inspeksi, audit, investigasi insiden, serta evaluasi berkala. Pendekatan ini bertujuan untuk mencegah kecelakaan kerja, penyakit akibat kerja, serta gangguan operasional yang dapat berdampak pada karyawan, pengguna jasa, dan keberlanjutan layanan Perseroan.

Komitmen keselamatan ASDP diperkuat melalui penerapan *Safety & Services Excellence* sebagai bagian dari budaya kerja perusahaan. Keselamatan tidak hanya diposisikan sebagai kewajiban prosedural, tetapi sebagai nilai kerja yang harus diterapkan dalam setiap aktivitas operasional dan pelayanan. Untuk memperkuat perilaku kerja aman, Perseroan juga menerapkan 6 *Golden Safety Rules* ASDP yang menjadi panduan bagi seluruh personel dalam menjalankan tugas.

ASDP places Occupational Health and Safety (OHS) as an important part of maintaining operational continuity, maritime safety, and protection for employees, outsourced workers, work partners, service users, and other parties within the Company's work areas. Given the characteristics of ferry and port operations, ASDP's operational activities involve various risks, ranging from vessel and port activities, vehicle loading, equipment operation, facility maintenance, to emergency situations that may be influenced by technical, human, weather, and environmental factors.

OHS management is carried out in a structured manner through the implementation of safety management systems, hazard identification, risk assessment and control, training, inspections, audits, incident investigations, and periodic evaluations. This approach aims to prevent occupational accidents, occupational diseases, and operational disruptions that may affect employees, service users, and the sustainability of the Company's services.

ASDP's safety commitment is strengthened through the implementation of *Safety & Services Excellence* as part of the Company's work culture. Safety is positioned not only as a procedural obligation, but also as a work value that must be applied in every operational and service activity. To reinforce safe work behavior, the Company also implements ASDP's 6 *Golden Safety Rules* as guidelines for all personnel in carrying out their duties.



KEBIJAKAN DAN KESELAMATAN PELAYARAN

MARITIME POLICY AND SAFETY

ASDP menerapkan pengelolaan Keselamatan dan Kesehatan Kerja (K3) serta keselamatan pelayaran dengan mengacu pada regulasi nasional, standar internasional, dan kebijakan internal Perseroan, antara lain:

1. ISM Code sebagaimana diatur dalam Resolusi IMO A.741(18), dimutakhirkan melalui MSC 104(73) dan Resolusi IMO A.913(22), serta menjadi bagian dari SOLAS Chapter IX.
2. Undang-Undang No. 17 Tahun 2008 tentang Pelayaran (Pasal 169) mengenai Manajemen Keselamatan dan Pencegahan Pencemaran dari Kapal.
3. Keputusan Presiden No. 65 Tahun 1980 tentang ratifikasi SOLAS 1974 Chapter IX.
4. Peraturan Menteri Tenaga Kerja Republik Indonesia Nomor Per-05/MEN/1996 tentang Sistem Manajemen K3.
5. Peraturan Menteri Perhubungan No. PM 45 Tahun 2012 tentang Manajemen Keselamatan (ISM Code).
6. Keputusan Dirjen Perhubungan Laut No. PY.67/1/6/-976 tentang penerapan ISM Code bagi kapal berbendera Indonesia.
7. Surat Edaran Dirjen Perhubungan Laut No. UM.003/1/3/DK-15 (2015) tentang *Safety Briefing* untuk kapal berbendera Indonesia.
8. SK Direksi ASDP No. KD.34/HK.002/ASDP-2014 tentang Prosedur Sistem Manajemen Keselamatan.
9. SK Direksi ASDP No. KD.80/PA.205/ASDP-2015 tentang parameter penilaian ISM Code di kapal dan cabang.
10. SK Direksi ASDP No. KD.20/PA.203/ASDP-2018 tentang jaminan pemeliharaan sistem.

ASDP implements Occupational Health and Safety (OHS) and maritime safety management by referring to national regulations, international standards, and the Company's internal policies, including:

1. ISM Code as stipulated in IMO Resolution A.741(18), updated through MSC 104(73) and IMO Resolution A.913(22), and forming part of SOLAS Chapter IX.
2. Law No. 17 of 2008 concerning Shipping, Article 169, regarding Safety Management and Prevention of Pollution from Ships.
3. Presidential Decree No. 65 of 1980 concerning the ratification of SOLAS 1974 Chapter IX.
4. Regulation of the Minister of Manpower of the Republic of Indonesia No. Per-05/MEN/1996 concerning the OHS Management System.
5. Regulation of the Minister of Transportation No. PM 45 of 2012 concerning Safety Management (ISM Code).
6. Decree of the Director General of Sea Transportation No. PY.67/1/6/-976 concerning the implementation of the ISM Code for Indonesian-flagged vessels.
7. Circular Letter of the Director General of Sea Transportation No. UM.003/1/3/DK-15 (2015) concerning Safety Briefing for Indonesian-flagged vessels.
8. ASDP Board of Directors Decree No. KD.34/HK.002/ASDP-2014 concerning Safety Management System Procedures.
9. ASDP Board of Directors Decree No. KD.80/PA.205/ASDP-2015 concerning ISM Code assessment parameters for vessels and branches.
10. ASDP Board of Directors Decree No. KD.20/PA.203/ASDP-2018 concerning System Maintenance Assurance.

Dalam pelaksanaannya, Perseroan menerapkan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) yang selaras dengan standar nasional, *International Safety Management (ISM) Code*, serta diperkuat melalui sertifikasi ISO 45001:2018. Sistem ini mencakup identifikasi bahaya, penilaian risiko, pengendalian risiko, pelaporan, investigasi insiden, audit, dan evaluasi berkala di area kerja yang dikendalikan Perseroan, termasuk kantor, sistem, dan kapal. Cakupan penerapan sistem K3 juga meliputi pihak yang berada di lingkungan kerja ASDP, seperti mitra kerja, pemasok, pengguna jasa, dan tamu yang terlibat dalam kegiatan operasional. [GRI 403-1] [OJK F.21]

Penerapan sistem K3 disosialisasikan kepada seluruh mitra usaha (100%) serta melibatkan partisipasi aktif karyawan dan pemangku kepentingan dalam mengidentifikasi, melaporkan, dan memitigasi potensi bahaya, risiko kecelakaan kerja, maupun penyakit akibat kerja. Perseroan terus menyempurnakan pencatatan cakupan karyawan dan pekerja yang bukan karyawan, namun pekerjaannya dan/atau tempat kerjanya dikendalikan oleh ASDP, termasuk cakupan yang telah masuk dalam sistem manajemen K3 dan diaudit secara internal maupun eksternal. [GRI 403-8]

Hingga akhir tahun 2025, ASDP telah memperluas cakupan sertifikasi SMK3 pada 11 cabang yang memiliki sistem, yaitu Merak, Bakauheni, Ketapang, Kayangan, Lembar, Batam, Bangka, Batulicin, Balikpapan, Bitung, dan Bajoe. Capaian ini menunjukkan upaya Perseroan dalam memperkuat penerapan sistem keselamatan kerja secara bertahap di wilayah operasional.

In its implementation, the Company applies an Occupational Health and Safety Management System (OHSMS) that is aligned with national standards and the International Safety Management (ISM) Code, and strengthened through ISO 45001:2018 certification. This system covers hazard identification, risk assessment, risk control, reporting, incident investigation, audits, and periodic evaluations in work areas controlled by the Company, including offices, ports, and vessels. The scope of the OHS system implementation also includes parties within ASDP's work environment, such as work partners, suppliers, service users, and guests involved in operational activities. [GRI 403-1] [OJK F.21]

The implementation of the OHS system is socialized to all business partners (100%) and involves the active participation of employees and stakeholders in identifying, reporting, and mitigating potential hazards, occupational accident risks, and occupational diseases. The Company continues to improve the recording of employee and non-employee worker coverage whose work and/or workplace is controlled by ASDP, including the coverage already included in the OHS management system and audited internally and externally. [GRI 403-8]

As of the end of 2025, ASDP had expanded the scope of OHSMS certification to 11 branches with ports, namely Merak, Bakauheni, Ketapang, Kayangan, Lembar, Batam, Bangka, Batulicin, Balikpapan, Bitung, and Bajoe. This achievement reflects the Company's efforts to gradually strengthen the implementation of the occupational safety system across its operational areas.



LIMA PILAR UTAMA DALAM PENERAPAN KESELAMATAN DAN KEAMANAN FIVE MAIN PILLARS IN SAFETY AND SECURITY IMPLEMENTATION

1



Kepatuhan terhadap Regulasi Compliance with Regulations

Pemenuhan regulasi nasional, standar internasional, dan ketentuan internal sebagai dasar pelaksanaan K3 dan keselamatan pelayaran.
Compliance with national regulations, international standards, and internal provisions as the basis for implementing OHS and maritime safety.

2



Revitalisasi Peran dan Sistem Revitalization of Roles and Systems

Penguatan peran Designated Person Ashore (DPA), pengendalian dokumen, auditor internal ISM Code, serta evaluasi berkala untuk menjaga efektivitas sistem keselamatan.
Strengthening the role of the Designated Person Ashore (DPA), document control, internal ISM Code auditors, and periodic evaluations to maintain the effectiveness of the safety system.

3



Penguatan Fasilitas Keselamatan dan Kesehatan Kerja (K3) Strengthening Occupational Health and Safety (OHS) Facilities

Penyediaan dan pemeliharaan APD, rambu keselamatan, fasilitas tanggap darurat, serta sarana pendukung keselamatan di kantor, pelabuhan, dan kapal.
Provision and maintenance of PPE, safety signage, emergency response facilities, and safety support equipment at offices, ports, and vessels.

4



Pengembangan Kompetensi Sumber Daya Manusia (SDM) Human Resources Competency Development

Pelatihan, sertifikasi, peningkatan kualifikasi, dan penguatan peran personel keselamatan untuk membangun budaya kerja aman.
Training, certification, qualification enhancement, and strengthening the safety personnel's role to foster a strong safety culture.

5



Pelibatan Pengguna Layanan Service User Engagement

Penyampaian informasi keselamatan dan dorongan kepatuhan pengguna jasa terhadap prosedur keselamatan di area pelabuhan dan kapal.
Providing safety information and encouraging service users to comply with safety procedures in port and vessel areas.

6 GOLDEN SAFETY RULES ASDP ASDP'S 6 GOLDEN SAFETY RULES



Engine Safety

Setiap personil harus memiliki otorisasi dan kompetensi mengoperasikan mesin; memastikan mesin berfungsi dengan baik dan menghindari hal-hal yang memicu kerusakan mesin dan membahayakan keselamatan diri.
All personnel must have the authorization and competency to operate machinery, ensure that machinery functions properly, and avoid actions that may cause machine damage and endanger personal safety.



Port and Ferry Safety

Memastikan peralatan keselamatan kapal tersedia dan berfungsi dengan baik, melakukan pekerjaan sesuai prosedur keselamatan dan memastikan keselamatan karyawan dan penumpang.
Ensure vessel safety equipment is available and functioning properly, perform work according to safety procedures, and ensure the safety of employees and passengers.



Water Safety

Setiap personil harus memastikan prosedur tersedia, staf terlatih, dan peralatan keselamatan berfungsi dengan baik.
All personnel must ensure that procedures are available, staff are trained, and safety equipment functions properly.



Drive Safety

Memastikan kelaikan kendaraan dan perilaku mengemudi yang aman untuk menghindari terjadinya kecelakaan.
Ensure vehicle roadworthiness and safe driving behaviour to prevent accidents.



Fire Safety

Mengidentifikasi potensi risiko kebakaran, memastikan prosedur dan sistem keamanan kebakaran tersedia dan berfungsi dengan baik serta dilarang merokok di lingkungan kerja.
Identify potential fire risks, ensure fire safety procedures and systems are available and functioning properly, and smoking is prohibited in the work environment.



Height Safety

Mengontrol dan memonitor keandalan alat kerja dan sistem proteksi diri untuk keselamatan kerja di ketinggian (ketinggian 1,78 meter) dan wajib menggunakan helm dan body harness.
Control and monitor the reliability of work equipment and personal protection systems to ensure safety when working at height (1.78 meters) and require the use of helmets and body harnesses.

Program K3 dan Keselamatan Pelayaran ASDP Tahun 2025

1. Sertifikasi SMK3 Cabang Lembar, Kayangan, dan Sape
2. ASDP Safety Festival
3. Sharing Session Safety
4. Audit Surveillance ISO 45001
5. Pengujian Lingkungan Kerja dan Uji Riksa Alat K3
6. Top Drill Kantor Pusat dan Cabang
7. Pemenuhan SMC (Safety Management Certificate) Permanen 18 Kapal
8. Penilaian ISM - Code Periode 2024
9. Internal Audit 27 Cabang 158 Kapal
10. Endorsement DOC (Document of Compliance)
11. Pemenuhan APD untuk Crew Kapal
12. Pemantauan Lingkungan Pelabuhan
13. Penyusunan Laporan Tahunan Kesesuaian Kegiatan Pemanfaatan Ruang Laut
14. DPLH Pelabuhan Kolaka
15. DPLH Pelabuhan Kamal
16. UKL-UPL Tanjung Uban
17. UKL-UPL Tanjung Kalian

OHS and Maritime Safety Programs in 2025

1. OHSMS Certification for the Lembar, Kayangan, and Sape Branch Offices
2. ASDP Safety Festival
3. Safety Sharing Session
4. ISO 45001 Surveillance Audit
5. Working Environment Testing and OHS Equipment Inspection
6. Top Drill for Head Office and Branch Offices
7. Fulfillment of Permanent SMC (Safety Management Certificate) for 18 Vessels
8. 2024 ISM Code Assessment
9. Internal Audit of 27 Branch Offices and 158 Vessels
10. DOC (Document of Compliance) Endorsement
11. Provision of PPE for Vessel Crews
12. Environmental Monitoring at Ports
13. Preparation of the Annual Report on Compliance with Marine Spatial Utilization Activities
14. DPLH for Kolaka Port
15. DPLH for Kamal Port
16. UKL-UPL for Tanjung Uban
17. UKL-UPL for Tanjung Kalian



SERTIFIKASI K2L DAN K3 ASDP 2025

ASDP HSE AND OHS CERTIFICATIONS IN 2025

Nama Sertifikat Certificate Name	Jenis Sertifikat Certificate Type	Institusi Penerbit Issuing Institution	Masa Berlaku Validity Period
ISO 45001:2018 Kantor Pusat, Merak, Bakauheni dan Ketapang ISO 45001:2018 - Head Office, Merak, Bakauheni, and Ketapang	Sertifikasi ISO ISO Certification	British Standards Institution (BSI)	Kadaluarsa pada 9 Juni 2027 Expires on 9 June 2027
SMK3 Cab. Bangka (Tanjung Kalian, Muntok, Bangka) OHSMS - Bangka Branch (Tanjung Kalian, Muntok, Bangka)	Sertifikasi SMK3 OHSMS Certification	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia	6 Agustus 2024 - 5 Agustus 2027 6 August 2024 - 5 August 2027
SMK3 Cab. Batam (Pelabuhan Telaga Punggur) OHSMS - Batam Branch (Telaga Punggur Port)	Sertifikasi SMK3 OHSMS Certification	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia	6 Agustus 2024 - 5 Agustus 2027 6 August 2024 - 5 August 2027
SMK3 Cab. Batulicin (Pelabuhan Batulicin) OHSMS - Batulicin Branch (Batulicin Port)	Sertifikasi SMK3 OHSMS Certification	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia	6 Agustus 2024 - 5 Agustus 2027 6 August 2024 - 5 August 2027
SMK3 Cab. Utama Merak (Pelabuhan Merak) OHSMS - Main Merak Branch (Merak Port)	Sertifikasi SMK3 OHSMS Certification	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia	6 Agustus 2024 - 5 Agustus 2027 6 August 2024 - 5 August 2027
SMK3 Cab. Utama Bakauheni (Pelabuhan Bakauheni) OHSMS - Main Bakauheni Branch (Bakauheni Port)	Sertifikasi SMK3 OHSMS Certification	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia	6 Agustus 2024 - 5 Agustus 2027 6 August 2024 - 5 August 2027
SMK3 Cab. Ketapang (Pelabuhan Ketapang) OHSMS - Ketapang Branch (Ketapang Port)	Sertifikasi SMK3 OHSMS Certification	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia	6 Agustus 2024 - 5 Agustus 2027 6 August 2024 - 5 August 2027
SMK3 Cab. Lembar (Pelabuhan Lembar dan Padang Bai) OHSMS - Lembar Branch (Lembar Port and Padang Bai Port)	Sertifikasi SMK3 OHSMS Certification	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia	13 Mei 2022 - 13 Mei 2025* 13 May 2022 - 13 May 2025*
SMK3 Cab. Kayangan (Pelabuhan Kayangan dan Pototano) OHSMS - Kayangan Branch (Kayangan Port and Pototano Port)	Sertifikasi SMK3 OHSMS Certification	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia	13 Mei 2022 - 13 Mei 2025* 13 May 2022 - 13 May 2025*
SMK3 Cab Balikpapan (Pelabuhan Penajam) OHSMS - Balikpapan Branch (Penajam Port)	Sertifikasi SMK3 OHSMS Certification	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia	6 Oktober 2025 - 6 Oktober 2028 6 October 2025 - 6 October 2028
SMK3 Cab Bitung (Pelabuhan Bitung) OHSMS - Bitung Branch (Bitung Port)	Sertifikasi SMK3 OHSMS Certification	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia	6 Oktober 2025 - 6 Oktober 2028 6 October 2025 - 6 October 2028
SMK3 Cab Bajoe (Pelabuhan Bajoe) OHSMS - Bajoe Branch (Bajoe Port)	Sertifikasi SMK3 OHSMS Certification	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia	6 Oktober 2025 - 6 Oktober 2028 6 October 2025 - 6 October 2028

Catatan | Note:

*Dalam proses re-sertifikasi | In the process of re-certification

IDENTIFIKASI BAHAYA, MITIGASI RISIKO, DAN INVESTIGASI INSIDEN KESELAMATAN DAN KESEHATAN [GRI 403-2] HAZARD IDENTIFICATION, RISK MITIGATION, AND HEALTH AND SAFETY INCIDENT INVESTIGATION [GRI 403-2]

ASDP melaksanakan identifikasi bahaya dan penilaian risiko pada seluruh aktivitas operasional, baik rutin maupun nonrutin, di lingkungan kantor, pelabuhan, dan kapal. Proses ini mengacu pada Prosedur HIRARC (*Hazard Identification, Risk Assessment and Risk Control*) No. B.HSE.1.1.02-TS, yang digunakan untuk mengidentifikasi potensi bahaya, menilai tingkat risiko, dan menetapkan langkah pengendalian yang sesuai. Identifikasi risiko juga dilakukan untuk kegiatan khusus, seperti pembukaan rute baru, pelaksanaan pekerjaan atau proyek baru, serta kegiatan non-rutin lainnya. Hasil identifikasi dan penilaian risiko tersebut dikomunikasikan kepada pekerja terkait sebagai dasar untuk melakukan tindakan pencegahan dan pengendalian risiko di tempat kerja.

Risiko yang teridentifikasi dinilai berdasarkan tingkat kemungkinan dan tingkat keparahan dampak. Apabila risiko dinilai tidak dapat diterima, ASDP menerapkan pengendalian berdasarkan hierarki pengendalian, mulai dari eliminasi, substitusi, pengendalian teknik, pengendalian administratif, hingga penggunaan Alat Pelindung Diri (APD). Selain melalui HIRARC, karyawan dapat melaporkan potensi bahaya dan kondisi tidak aman melalui prosedur patrol dan inspeksi HSSE. Melalui mekanisme ini, seluruh karyawan dapat menyampaikan laporan setiap kali menemukan tindakan tidak aman (*unsafe action*), kondisi tidak aman (*unsafe condition*), maupun nyaris celaka (*near miss*) di area kerjanya. Setiap laporan ditindaklanjuti oleh fungsi atau unit terkait untuk memastikan bahaya dikendalikan dan tindakan perbaikan dilakukan.

Perseroan juga menetapkan kewenangan penghentian pekerjaan (*stop work authority*) yang diatur dalam kebijakan khusus tentang penghentian pekerjaan yang dapat berakibat kematian. Berdasarkan kebijakan tersebut, seluruh karyawan, tenaga alih daya, mitra kerja, kontraktor, dan pemasok wajib menghentikan pekerjaan apabila melihat adanya potensi kecelakaan yang dapat berakibat kematian terhadap dirinya sendiri maupun orang lain di sekitarnya.

Setiap insiden K3 ditindaklanjuti melalui proses investigasi sesuai Prosedur Investigasi Kondisi Keadaan Darurat No. TS-124. Investigasi dilakukan oleh tim lintas fungsi yang dibentuk oleh Direksi untuk mengidentifikasi akar penyebab,

ASDP carries out hazard identification and risk assessment for all operational activities, both routine and non-routine, within offices, ports, and vessels. This process refers to HIRARC (*Hazard Identification, Risk Assessment and Risk Control*) Procedure No. B.HSE.1.1.02-TS, which is used to identify potential hazards, assess risk levels, and determine appropriate control measures. Risk identification is also carried out for specific activities, such as the opening of new routes, the implementation of new work or projects, and other non-routine activities. The findings from risk identification and assessment are communicated to relevant workers as the foundation for implementing workplace hazard prevention and control measures.

Identified risks are assessed based on their likelihood and severity of impact. If a risk is deemed unacceptable, ASDP applies controls based on the hierarchy of controls, starting from elimination, substitution, engineering controls, administrative controls, to the use of Personal Protective Equipment (PPE). Beyond HIRARC, employees can report potential hazards and unsafe conditions through HSSE patrol and inspection procedures. Through this mechanism, all employees may submit reports whenever they identify an unsafe action, unsafe condition, or near miss within their work area. Each report is followed up by the responsible function or unit to ensure hazards are mitigated and corrective actions are implemented.

The Company has also established stop work authority, regulated under a dedicated policy regarding the halt of work that carries a risk of fatalities. Under this policy, all employees, outsourced personnel, business partners, contractors, and suppliers are mandated to stop work immediately if they observe potential hazards that could lead to fatal accidents involving themselves or others nearby.

Each OHS incident is followed up through an investigation process in accordance with Emergency Condition Investigation Procedure No. TS-124. The investigation is carried out by a cross-functional team established by the Board of Directors



menetapkan tindakan korektif, serta mencegah kejadian serupa terulang. Hasil investigasi dan evaluasi menjadi bagian dari masukan dalam peninjauan Sistem Manajemen Keselamatan ASDP, yang dilakukan secara berkala minimal satu kali dalam setahun.

Penerapan Sistem Manajemen K3 ASDP dilakukan melalui pengelolaan sebagai berikut:

1. **Komitmen dan Kebijakan**

Direksi dan jajaran manajemen ASDP, mulai dari Direktur Utama, Vice President, Senior General Manager, General Manager, Manager, hingga Supervisor, menunjukkan kepemimpinan dan komitmen terhadap K3 melalui penyediaan sumber daya, penetapan prioritas, serta penguatan tanggung jawab dalam penerapan SMK3.

2. **Perencanaan**

ASDP menetapkan objektif, target, dan indikator kinerja K3 dengan mempertimbangkan hasil identifikasi bahaya, penilaian risiko, pengendalian risiko, pemenuhan peraturan perundang-undangan, serta kebutuhan peninjauan ulang Sistem Manajemen K3.

3. **Implementasi**

Pelaksanaan SMK3 dilakukan dengan memastikan bahwa personel yang terlibat memiliki kualifikasi dan kompetensi yang sesuai. Tahap ini mencakup penerapan prosedur, pengendalian risiko, penyediaan sarana pendukung, serta pelaksanaan program K3 di lingkungan kantor, pelabuhan, dan kapal.

4. **Pengukuran dan Evaluasi**

ASDP melakukan pengukuran dan evaluasi kinerja K3 untuk menilai efektivitas penerapan sistem, mengidentifikasi capaian, serta menentukan tindakan perbaikan yang diperlukan. Evaluasi dilakukan dengan memanfaatkan hasil inspeksi, audit internal SMK3, laporan kecelakaan, dan informasi relevan lainnya.

5. **Peninjauan Ulang dan Perbaikan oleh Manajemen**

Perseroan melakukan tinjauan manajemen terhadap Sistem Manajemen K3 paling sedikit satu kali dalam setahun untuk memastikan efektivitas sistem secara berkelanjutan. Dalam pelaksanaannya, proses tinjauan dibantu oleh Pengendali Dokumen K3 dengan memanfaatkan laporan audit internal SMK3, laporan kecelakaan, serta informasi lain yang relevan. Hasil tinjauan didokumentasikan, termasuk tindakan penting yang perlu ditindaklanjuti oleh personel terkait. Selain itu, sasaran K3 untuk periode berikutnya ditetapkan dan diumumkan melalui Program K3, sedangkan Laporan Tinjauan Manajemen disimpan sebagai acuan untuk pemantauan tindak lanjut dan perbaikan berkelanjutan.

to identify root causes, determine corrective actions, and prevent similar incidents from recurring. The investigation and evaluation results serve as input for the review of ASDP's Safety Management System, which is conducted periodically at least once a year.

The implementation of ASDP's OHS Management System is carried out through the following management approach:

1. **Commitment and Policy**

The Board of Directors and ASDP management, from the President Director, Vice President, Senior General Manager, General Manager, Manager, to Supervisor, demonstrate leadership and commitment to OHS through the provision of resources, priority setting, and strengthening of responsibilities in the implementation of OHSMS.

2. **Planning**

ASDP establishes OHS objectives, targets, and performance indicators by considering the results of hazard identification, risk assessment, risk control, compliance with laws and regulations, and the need to review the OHS Management System.

3. **Implementation**

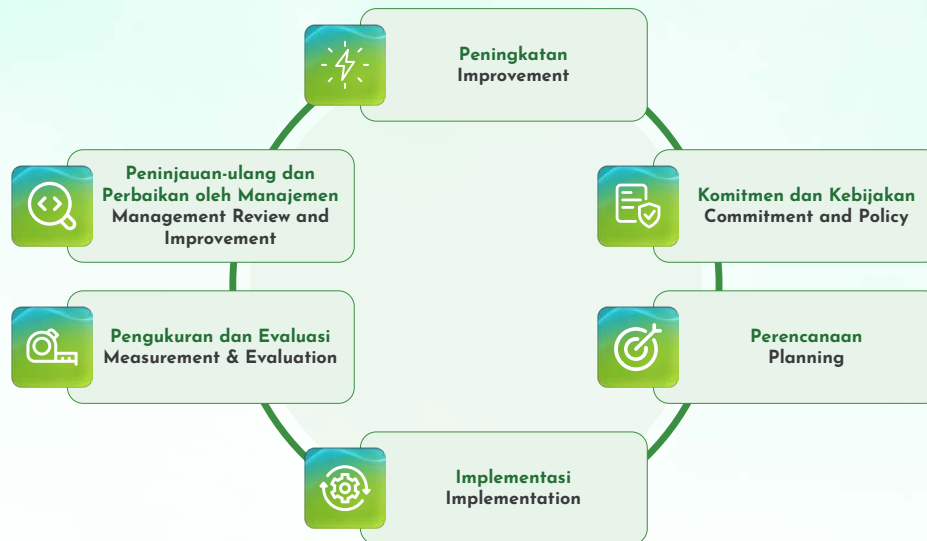
The implementation of OHSMS is carried out by ensuring that the personnel involved have the appropriate qualifications and competencies. This stage includes the application of procedures, risk control, provision of supporting facilities, and implementation of OHS programs within offices, ports, and vessels.

4. **Measurement and Evaluation**

ASDP measures and evaluates OHS performance to assess the effectiveness of system implementation, identify achievements, and determine the necessary corrective actions. The evaluation is conducted using inspection results, OHSMS internal audits, accident reports, and other relevant information.

5. **Management Review and Improvement**

The Company conducts a management review of the OHS Management System at least once a year to ensure the ongoing effectiveness of the system. In its implementation, the review process is supported by the OHS Document Controller using OHSMS internal audit reports, accident reports, and other relevant information. The review results are documented, including important actions that need to be followed up by relevant personnel. In addition, OHS targets for the following period are established and announced through the OHS Program, while the Management Review Report is maintained as a reference for follow-up monitoring and continuous improvement.



JENIS PEKERJAAN BERISIKO TINGGI YANG TERIDENTIFIKASI [GRI 403-2] [GRI 403-7] TYPES OF IDENTIFIED HIGH-RISK WORK ACTIVITIES [GRI 403-2] [GRI 403-7]

Jenis Pekerjaan Work Category	Jenis Risiko Types of Risk	Karyawan Kontrak Contract Employee
- Petugas BBM. Fuel Handling Staff. - Portir dan Petugas Toll Gate. Porters and Toll Gate Staff.	- Tempat penampungan BBM meledak. Fuel storage facilities may explode. - Portir tertabrak kendaraan yang akan mendekati Toll Gate. Porters may be struck by vehicles approaching the toll gate.	- Membuat <i>checklist</i> dan prosedur selama bertugas di dalam area BBM. Prepare checklists and procedures for working in fuel handling areas. - Mengarahkan dan memasang jalur kendaraan dan rambu-rambu penunjuk arah Direct vehicle traffic and install traffic lanes and directional signage. - Inspeksi dan <i>monitoring</i> oleh tim P2K3. Conduct inspections and monitoring by the OHS Committee (OHSC).
- Petugas Pemuatan. Loading Staff. - Petugas Kepil. Mooring Staff. - ABK Kapal. Vessel Crew Members.	- Tertabrak oleh mobil yang masuk di dalam kapal. Being struck by vehicles entering the vessel. - Terkena sebetan tros yang putus. Being hit by a snapped mooring rope.	- Petugas wajib pakai APD. Personnel are required to wear PPE. - Membuat tanda rambu-rambu batas mobil untuk parkir. Install parking boundary signs for vehicles. - Pemeriksaan alat-alat yang digunakan. Inspect equipment used in operations. - Inspeksi dan <i>monitoring</i> oleh tim P2K3. Conduct inspections and monitoring by the OHSC.
- Petugas IT Kantor. IT staff. - Petugas Lapangan di Pelabuhan (Operator Dermaga, Kepil, dll). Port Field staff (Jetty Operators, Mooring staff, etc.). - ABK Kapal. Vessel Crew Members.	- Konslet di ruang IT dan terbakar. IT consoles in the IT room catching fire. - Jatuh ke laut. Falling into the sea.	- Menyiapkan Alat Pemadam Api Ringan (APAR) di ruangan komputer IT. Provide fire extinguishers (FE) in IT/computer rooms. - Pemeriksaan alat-alat yang digunakan dalam latihan. Inspect equipment used during training activities. - Instruksi Kerja Operator Dermaga. Provide work instructions for jetty operators. - Inspeksi dan <i>monitoring</i> tim P2K3. Conduct inspections and monitoring by the OHS Committee (OHSC). - Memasang <i>Life Buoy</i> di area dermaga. Install life buoys in jetty areas.



Jenis Pekerjaan Work Category	Jenis Risiko Types of Risk	Karyawan Kontrak Contract Employee
- Petugas Setramp. Gangway Staff. - ABK Kapal. Vessel Crew Members.	- Penumpang terjatuh dari kapal ke dermaga. Passengers falling from the vessel to the jetty. - Stabilitas kapal tidak stabil mengakibatkan kapal terbalik. Vessel instability causing capsizing. - Crew tertabrak kendaraan di Car Deck. Crew members being struck by vehicles on the car deck.	- Membuat prosedur pemasangan Setramp di pelabuhan. Develop procedures for the installation of gangway at ports. - Standard Operating Procedure (SOP) lashing KKL 117.00.01. Standard Operating Procedure (SOP) for lashing KKL 117.00.01. - Prosedur tugas di kapal. Procedures for duties on board vessels. - Instruksi Kerja dan Ceklist Keselamatan. Safety Work Instructions and Checklists. - Petugas wajib memakai APD. Staff are required to wear Personal Protective Equipment (PPE).
Ergonomi Seluruh Karyawan. Ergonomics for All Employees	Cacat pada tubuh. Physical impairment.	- Membuat prosedur dalam bekerja baik cara duduk di komputer, mengangkat barang, dan lain-lain; Establish procedures for proper working posture, including sitting at a computer, lifting items, and other activities; - Melaksanakan protokol kesehatan di pelabuhan dan kapal; Implement health protocols at ports and on vessels; - Menggunakan anti radiasi pada setiap komputer, Medical Check Up (MCU) periodik tahunan, dan periksa spesialis mata; Use anti-radiation protection on each computer, conduct annual periodic Medical Check-Ups (MCU), and arrange specialist eye examinations; - Mengganti lampu yang kurang terang sesuai standar. Replace lights that do not meet brightness standards.
ABK Kapal. Vessel Crew Members	Suara bising/keras di kamar mesin kapal. Loud noise in the vessel engine room.	Menggunakan tutup telinga, MCU periodik tahunan, dan periksa spesialis THT. Use ear protection, conduct annual periodic MCU, and arrange ENT specialist examinations.
Petugas Lapangan di Pelabuhan (Operator Dermaga, Kepil, dll). Port Field Staff (Jetty Operators, Mooring Staff, etc.)	Terpapar polusi udara atau hidrokarbon alifatik atau aromatik yang beracun dari kendaraan di pelabuhan. Exposure to toxic aliphatic or aromatic hydrocarbon air pollution from vehicles at the port.	Pemakaian masker dan MCU periodik tahunan dan periksa spesialis paru. Use masks, conduct annual periodic MCU, and arrange lung specialist examinations
Petugas Lapangan di Pelabuhan (Operator Dermaga, Kepil, dll). Port Field Staff (Jetty Operators, Mooring Staff, etc.)	Terpapar panas matahari. Exposure to direct sunlight	Sistem kerja shift, MCU periodik, dan memakai safety helmet. Implement a shift work system, conduct periodic MCU, and wear safety helmets.

PENGELOLAAN SISTEM MANAJEMEN KESELAMATAN DAN KESEHATAN KERJA PELAYARAN

HAZARD IDENTIFICATION, RISK MITIGATION, AND HEALTH AND SAFETY INCIDENT INVESTIGATION

Sebagai perusahaan penyeberangan dan kepelabuhanan yang berperan dalam menghubungkan berbagai wilayah Indonesia, ASDP menghadapi karakteristik risiko operasional yang kompleks. Risiko tersebut dapat timbul dari kondisi cuaca yang dinamis, aktivitas pemuatan dan pembongkaran kendaraan, pengoperasian kapal dan pelabuhan, interaksi dengan penumpang, serta kondisi teknis sarana dan prasarana. Oleh karena itu, pengelolaan Sistem Manajemen K3 pelayaran menjadi bagian penting dalam memastikan keselamatan awak kapal, karyawan, pengguna jasa, mitra kerja, serta keberlangsungan operasional Perseroan.

As a ferry and port company that plays a role in connecting various regions of Indonesia, ASDP faces complex operational risk characteristics. These risks may arise from dynamic weather conditions, vehicle loading and unloading activities, vessel and port operations, interactions with passengers, as well as the technical condition of facilities and infrastructure. Therefore, the management of the maritime OHS Management System is an important part of ensuring the safety of vessel crew members, employees, service users, work partners, and the Company's operational continuity.

BERBAGAI FAKTOR UTAMA PENYEBAB KECELAKAAN LAUT

KEY FACTORS CONTRIBUTING TO MARITIME ACCIDENTS



Kelebihan Kapasitas *Overcapacity*

Risiko kecelakaan dapat meningkat apabila jumlah penumpang atau kendaraan yang diangkut melebihi kapasitas kapal yang telah ditetapkan.

Accident risks may increase if the number of passengers and/or vehicles transported exceeds the established vessel capacity limit.



Faktor Alam *Natural Factors*

Kondisi cuaca buruk, gelombang tinggi, arus kuat, dan faktor alam lainnya dapat memengaruhi keselamatan pelayaran serta kelancaran operasional kapal.

Poor weather conditions, high waves, strong currents, and other natural factors may affect maritime safety and the smooth operation of vessels.



Faktor Teknis *Technical Factors*

Risiko teknis dapat muncul apabila desain, kondisi, atau pemeliharaan kapal dan infrastruktur pendukung tidak sesuai dengan standar keselamatan yang berlaku.

Technical risks may arise if the design, condition, or maintenance of vessels and supporting infrastructure do not comply with applicable safety standards.



Faktor Manusia *Human Factors*

Awak kapal dan petugas operasional perlu memiliki pengetahuan, pemahaman, kecakapan, dan keterampilan yang memadai untuk mengantisipasi risiko serta meminimalkan kesalahan manusia dalam kegiatan pelayaran.

Vessel crew members and operational staff need to have adequate knowledge, understanding, skills, and competencies to anticipate risks and minimize human error in maritime activities.



Pengelolaan Lalu Lintas *Traffic Management*

Pengaturan lalu lintas penumpang, kendaraan, dan kapal di area pelabuhan menjadi faktor penting untuk mencegah kepadatan, tabrakan, kesalahan alur pergerakan, maupun gangguan terhadap proses embarkasi dan debarkasi, meminimalkan kesalahan manusia dalam kegiatan pelayaran.

The management of passenger, vehicle, and vessel traffic in port areas is an important factor in preventing congestion, collisions, traffic flow errors, and disruptions to embarkation and debarkation processes.

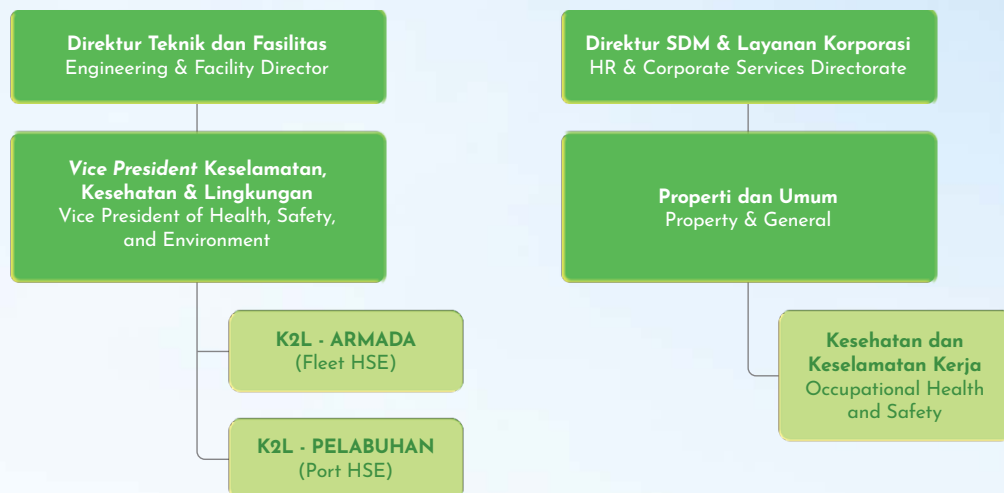


Pengelolaan K3 ASDP berada di bawah koordinasi fungsi Keselamatan, Kesehatan Kerja, dan Lingkungan (K2L), dengan arahan dari Direktur Utama serta Direktur Teknis dan Fasilitas. Fungsi ini bertanggung jawab dalam pengelolaan keselamatan kerja, keselamatan kapal, dan perlindungan lingkungan pelabuhan, termasuk melalui penguatan sistem, pengawasan, inspeksi, pelatihan, serta tindak lanjut atas temuan keselamatan.

ASDP juga membentuk Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) untuk meningkatkan efektivitas perlindungan K3 bagi tenaga kerja, pekerja, dan pihak lain yang berada di lingkungan kerja Perseroan. P2K3 telah memperoleh pengesahan dari Kepala Dinas Tenaga Kerja, Transmigrasi, dan Energi Provinsi DKI Jakarta melalui Surat Keputusan No. 1058 Tahun 2021 tanggal 15 April 2021. P2K3 beranggotakan perwakilan manajemen dan karyawan, serta berperan sebagai forum konsultasi, koordinasi, dan evaluasi pelaksanaan K3. [GRI 403-4]

ASDP's OHS management is coordinated by the Health, Safety and Environment (HSE) function, under the direction of the President Director and the Technical and Facilities Director. This function is responsible for managing occupational safety, vessel safety, and port environmental protection, including through system strengthening, supervision, inspections, training, and follow-up on safety findings.

ASDP also established the Occupational Health and Safety Committee (OHSC) to enhance the effectiveness of OHS protection for employees, workers, and other parties within the Company's work environment. OHSC has been approved by the Head of the Manpower, Transmigration, and Energy Office of DKI Jakarta Province through Decree No. 1058 of 2021 dated 15 April 2021. OHSC consists of management and employee representatives and serves as a forum for consultation, coordination, and evaluation of OHS implementation. [GRI 403-4]



Tugas dan fungsi P2K3 meliputi:

1. Pengelolaan Data dan Informasi K3

Menghimpun, mengelola, dan mengevaluasi data K3 di tempat kerja sebagai dasar pemantauan kondisi keselamatan dan kesehatan kerja serta perumusan tindak lanjut perbaikan.

2. Pengembangan Sistem Pengendalian Bahaya K3

Terlibat dalam pengembangan sistem pengendalian bahaya terhadap keselamatan dan kesehatan kerja, termasuk identifikasi potensi bahaya, pengendalian risiko, penyediaan alat pelindung diri, serta kesiapan sarana keselamatan di tempat kerja.

3. Edukasi dan Penyuluhan K3 kepada Tenaga Kerja

Membantu memberikan pemahaman kepada tenaga kerja mengenai faktor bahaya di tempat kerja, penggunaan Alat Pelindung Diri (APD), tanda dan jalur evakuasi, prosedur keadaan darurat, serta cara menanggulangi potensi bahaya kebakaran, peledakan, dan risiko keselamatan lainnya.

4. Evaluasi Kecelakaan dan Penyakit Akibat Kerja

Melakukan evaluasi terhadap penyebab timbulnya kecelakaan kerja dan penyakit akibat kerja, serta mendukung penetapan langkah-langkah perbaikan yang diperlukan untuk mencegah kejadian serupa terulang.

5. Pengembangan Penyuluhan dan Penelitian K3

Mengembangkan program penyuluhan dan penelitian di bidang keselamatan kerja, hygiene perusahaan, kesehatan kerja, dan ergonomi sebagai bagian dari peningkatan efektivitas penerapan K3 di lingkungan Perseroan

6. Pemeriksaan Peralatan Keselamatan Kerja

Memeriksa kelengkapan, ketersediaan, dan fungsi peralatan keselamatan kerja, termasuk perangkat pencegahan dan penanggulangan kebakaran, sarana evakuasi, serta ruang penyimpanan bahan mudah terbakar atau mudah meledak.

7. Dukungan dalam Penyusunan Kebijakan K3

Membantu manajemen dalam menyusun kebijakan keselamatan dan kesehatan kerja serta pedoman kerja K3 sebagai bagian dari upaya meningkatkan perlindungan bagi tenaga kerja, pekerja, dan pihak lain yang berada di lingkungan kerja Perseroan.

The duties and functions of OHSC include:

1. OHS Data and Information Management

Collecting, managing, and evaluating OHS data in the workplace as the basis for monitoring occupational health and safety conditions and formulating follow-up improvement actions.

2. Development of OHS Hazard Control Systems

Participating in the development of hazard control systems for occupational health and safety, including the identification of potential hazards, risk control, provision of Personal Protective Equipment (PPE), and readiness of safety facilities in the workplace.

3. OHS Education and Awareness for Workers

Helping provide workers with an understanding of workplace hazards, the use of Personal Protective Equipment (PPE), evacuation signs and routes, emergency procedures, and ways to address potential fire, explosion, and other safety risks.

4. Evaluation of Occupational Accidents and Diseases

Evaluating the causes of occupational accidents and occupational diseases, as well as supporting the determination of necessary corrective measures to prevent similar incidents from recurring.

5. Development of OHS Awareness and Research

Developing awareness and research programs in occupational safety, industrial hygiene, occupational health, and ergonomics as part of efforts to improve the effectiveness of OHS implementation within the Company.

6. Inspection of Work Safety Equipment

Inspecting the completeness, availability, and function of work safety equipment, including fire prevention and response equipment, evacuation facilities, and storage rooms for flammable or explosive materials.

7. Support in the Preparation of OHS Policies

Assisting management in preparing occupational health and safety policies and OHS work guidelines as part of efforts to enhance protection for employees, workers, and other parties within the Company's work environment.



P2K3 menyelenggarakan pertemuan secara rutin untuk membahas isu K3 yang berasal dari hasil inspeksi, masukan karyawan, maupun temuan lapangan. Setiap isu dianalisis untuk menentukan langkah perbaikan dan tindak lanjut yang diperlukan. Dalam pelaksanaannya, karyawan dapat menyampaikan masukan, saran, maupun laporan potensi bahaya secara langsung maupun anonim, sehingga proses komunikasi K3 dapat berjalan secara terbuka, aman, dan konstruktif.

Selain melalui forum P2K3, ASDP juga memperkuat komunikasi K3 melalui pelatihan, sosialisasi prosedur keselamatan, *safety briefing*, simulasi keadaan darurat, serta koordinasi dengan unit kerja terkait. Perseroan menyediakan akses komunikasi keadaan darurat melalui *Command Centre* untuk mendukung koordinasi dan respons cepat apabila terjadi kondisi darurat di lingkungan operasional di nomor berikut:



Call Command Centre
021-42879066

The Occupational Health and Safety Committee (OHSC) holds regular meetings to discuss OHS issues arising from inspection results, employee feedback, and field findings. Each issue is analyzed to determine the necessary corrective actions and follow-up measures. In practice, employees may submit feedback, suggestions, or reports of potential hazards either directly or anonymously, enabling OHS communication to take place in an open, safe, and constructive manner.

In addition to the OHSC forum, ASDP also strengthens OHS communication through training, safety procedure socialization, safety briefings, emergency simulations, and coordination with relevant work units. The Company provides access to emergency communication through the *Command Centre* to support coordination and rapid response in the event of emergency conditions within the operational environment at the following numbers:

SISTEM TANGGAP DARURAT EMERGENCY RESPONSE SYSTEM

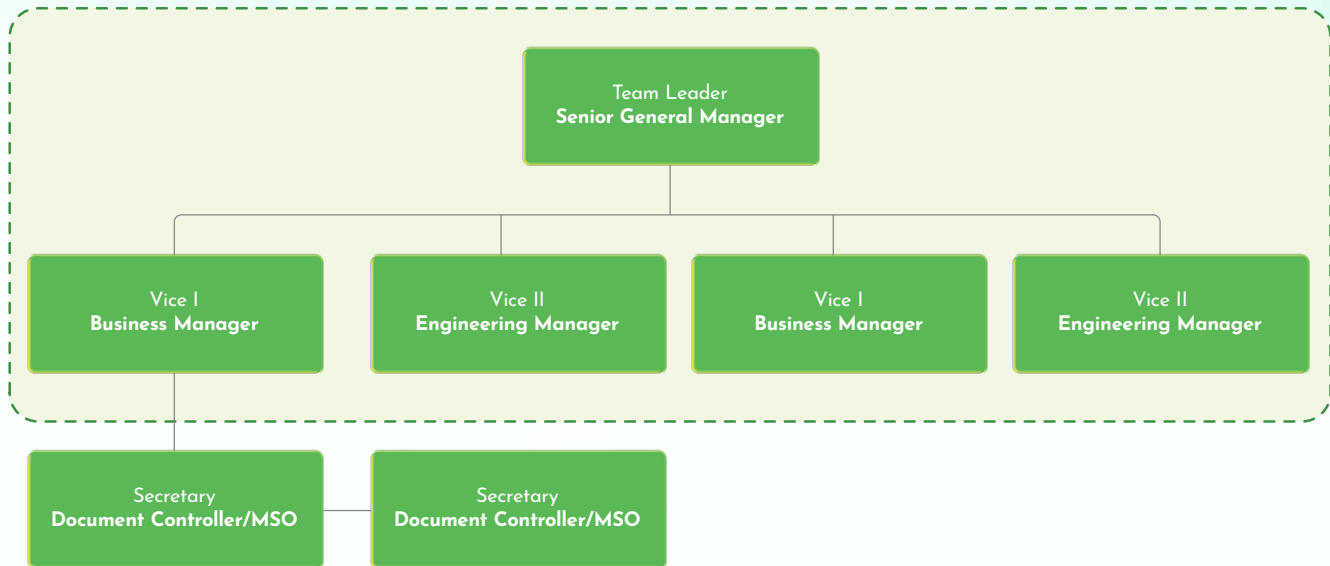
ASDP menerapkan sistem tanggap darurat untuk memastikan setiap kondisi darurat di lingkungan kantor, kapal, maupun pelabuhan dapat ditangani secara cepat, terkoordinasi, dan sesuai prosedur. Sistem ini menjadi bagian dari upaya Perseroan dalam melindungi karyawan, awak kapal, pengguna jasa, mitra kerja, serta aset operasional dari potensi dampak keadaan darurat.

Penanganan keadaan darurat dilakukan berdasarkan prosedur yang telah ditetapkan, antara lain Prosedur TS-101 tentang Tim Tanggap Darurat atau *Management Response Team*, Prosedur TS-102 tentang Keadaan Darurat di Kapal, serta Prosedur TS-103 tentang Keadaan Darurat di Pelabuhan. Ketiga prosedur tersebut menjadi acuan bagi unit kerja terkait dalam melakukan koordinasi, pengendalian, evakuasi, komunikasi, dan tindak lanjut atas kondisi darurat yang terjadi di wilayah operasional Perseroan.

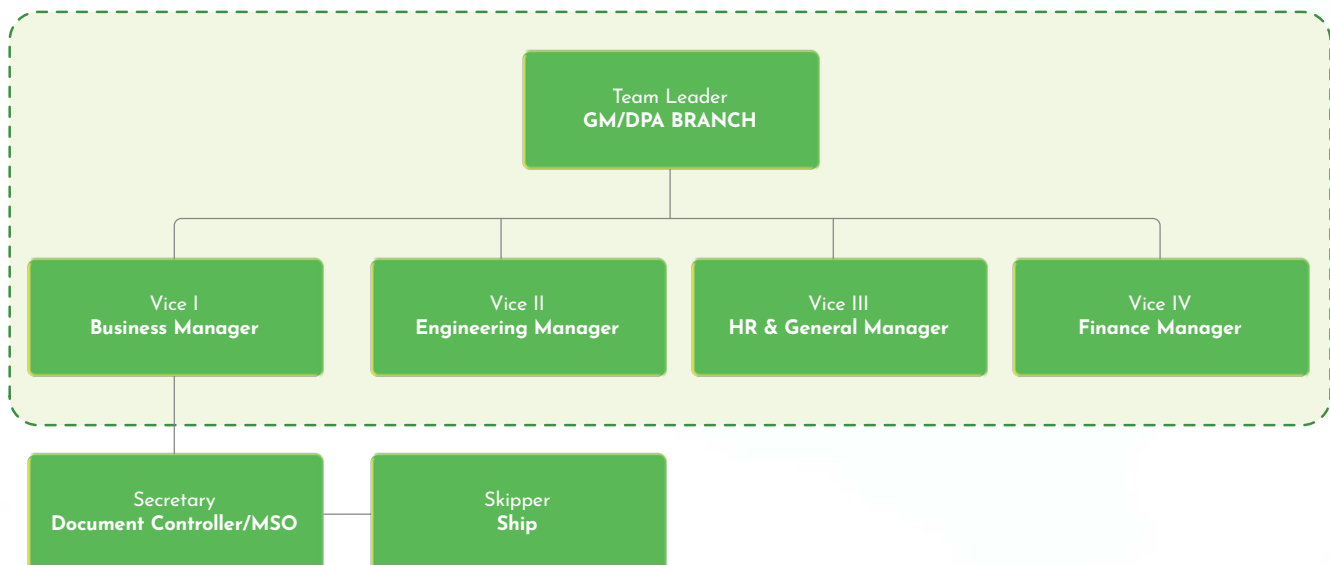
ASDP implements an Emergency Response System to ensure that emergency situations within offices, vessels, and ports can be handled promptly, in a coordinated manner, and in accordance with established procedures. This system forms part of the Company's efforts to protect employees, vessel crew members, service users, work partners, and operational assets from the potential impacts of emergency situations.

Emergency response is carried out based on established procedures, including Procedure TS-101 concerning the Emergency Response Team or Management Response Team, Procedure TS-102 concerning Emergencies on Vessels, and Procedure TS-103 concerning Emergencies at Ports. These three procedures serve as references for relevant work units in coordinating, controlling, evacuating, communicating, and following up on emergency situations that occur within the Company's operational areas.

STRUKTUR TIM TANGGAP DARURAT REGIONAL STRUCTURE OF REGIONAL MANAGEMENT RESPONSE TEAM



STRUKTUR TIM TANGGAP DARURAT CABANG STRUCTURE OF BRANCH MANAGEMENT RESPONSE TEAM



**PELATIHAN K3 [GRI 403-5]**

ASDP menyelenggarakan pelatihan dan sertifikasi K3 secara berkala untuk meningkatkan kompetensi, kesiapsiagaan, dan kesadaran karyawan dalam menjalankan pekerjaan secara aman. Program pelatihan mencakup aspek keselamatan kerja, keselamatan pelayaran, sistem manajemen K3, investigasi kecelakaan, pengelolaan risiko, keamanan kapal, serta aspek lingkungan dan keberlanjutan yang relevan dengan kegiatan operasional Perseroan.

OHS TRAINING [GRI 403-5]

ASDP conducts periodic OHS training and certification programs to enhance employees' competencies, preparedness, and awareness in performing their work safely. These training programs cover occupational safety, maritime safety, OHS management systems, accident investigation, risk management, vessel security, as well as environmental and sustainability aspects relevant to the Company's operational activities.

Jenis Pelatihan Type of Training	Jumlah Peserta (orang) Number of Participants (people)
Ocean Engineering Short Course 2025: Navigating Towards Green Ports	4
Ocean Engineering Short Course 2025: Navigating Towards Green Ports	
Pelatihan Company Security Officer (CSO) ISPS Code	1
Company Security Officer (CSO) ISPS Code Training	
Pelatihan dan Sertifikasi Ahli K3 Muda Lingkungan Kerja	4
Junior Occupational Environmental Specialist Training and Certification	
Pelatihan dan Sertifikasi Ahli K3 Umum	11
General Occupational Health and Safety Specialist Training and Certification	
Pelatihan dan Sertifikasi Ahli Muda K3 Konstruksi BNSP	1
Junior Construction OHS Specialist (BNSP) Training and Certification	
Pelatihan dan Sertifikasi Auditor SMK3	2
OHSMS Auditor Training and Certification	
Pelatihan dan Sertifikasi Basic Operator Forklift Kemnaker RI	1
Basic Forklift Operator Training and Certification (Ministry of Manpower of the Republic of Indonesia)	
Pelatihan dan Sertifikasi CSRS (Certified Sustainability Reporting Specialist)	2
CSRS (Certified Sustainability Reporting Specialist) Training and Certification	
Pelatihan dan Sertifikasi DPA	26
DPA Training and Certification	
Pelatihan dan Sertifikasi Internal Auditor ISM Code	3
Internal ISM Code Auditor Training and Certification	
Pelatihan dan Sertifikasi Pemadam Kebakaran Kelas D dan C	15
Class D and C Firefighter Training and Certification	
Pelatihan dan Sertifikasi Pengelolaan Limbah B3	1
Hazardous and Toxic Waste (B3 Waste) Management Training and Certification	
Pelatihan dan Sertifikasi Teknisi K3 Listrik	3
Electrical OHS Technician Training and Certification	
Pelatihan F2F ESG in Action: From Plan to Impact	2
F2F ESG in Action: From Plan to Impact	
Pelatihan ISO 45001:2018 Sistem Manajemen Keselamatan dan Kesehatan Kerja (K3)	63
ISO 45001:2018 Occupational Health and Safety Management System Training	
Pelatihan Marine Accident and Investigation	2
Marine Accident and Investigation Training	
Pelatihan Marine Surveyor	10
Marine Surveyor Training	
Pelatihan Risk Assessment ISM Code	2
ISM Code Risk Assessment Training	

Jenis Pelatihan Type of Training	Jumlah Peserta (orang) Number of Participants (people)
Pelatihan Sustainability Awareness Sustainability Awareness Training	10
Seminar Nasional "Transisi RUPTL 2034: Risk, Crisis & Security Management" National Seminar: "RUPTL Transition 2034: Risk, Crisis & Security Management"	1
Sertifikasi BNSP Pemberdayaan Masyarakat BNSP Community Empowerment Certification	1
Workshop Pengelolaan Limbah Usaha dan Industri Industrial and Business Waste Management Workshop	4
Jumlah Total	169

LAYANAN DAN AKSES KESEHATAN

[GRI 403-3] [GRI 403-6] [GRI 403-8]

ASDP menyediakan layanan kesehatan kerja bagi karyawan di Kantor Pusat maupun Kantor Cabang. Seluruh karyawan terdaftar dalam program BPJS Ketenagakerjaan dan BPJS Kesehatan sebagai bentuk perlindungan dasar. Selain itu, Perseroan menyediakan fasilitas kesehatan yang dapat diakses di tempat kerja selama jam operasional, meliputi Klinik Pratama, Unit Pelayanan Kesehatan (UPK), ruang P3K, serta dukungan tenaga medis seperti dokter perusahaan, perawat, apoteker, dan paramedis.

Untuk memperluas perlindungan kesehatan, ASDP juga menyediakan manfaat kesehatan tambahan bagi karyawan dan keluarga, termasuk layanan rawat jalan, rawat inap, skema rujukan, serta asuransi kecelakaan diri. Perlindungan tersebut mencakup dukungan terhadap sebagian biaya klaim kecelakaan kerja, santunan, serta repatriasi jenazah apabila diperlukan. Perseroan juga mengembangkan fasilitas kesehatan di sejumlah cabang strategis, yaitu Surabaya, Biak, Balikpapan, dan Danau Toba.

Sebagai langkah preventif, ASDP melaksanakan MCU tahunan bagi karyawan darat di Kantor Cabang. Pemeriksaan ini bertujuan mendeteksi potensi gangguan kesehatan sejak dini, mendukung produktivitas karyawan, serta memperkuat upaya pencegahan penyakit akibat kerja.

HEALTHCARE SERVICES AND ACCESS

[GRI 403-3] [GRI 403-6] [GRI 403-8]

ASDP provides occupational health services for employees at both the Head Office and Branch Offices. All employees are enrolled in the Employment & Health Social Security programs to ensure their core protection. In addition, the Company provides healthcare facilities that can be accessed at the workplace during operational hours, including Primary Clinics, Health Service Units (UPK), first aid rooms, as well as support from medical personnel such as company doctors, nurses, pharmacists, and paramedics.

To expand health protection, ASDP also provides additional health benefits for employees and their families, including outpatient services, inpatient care, referral schemes, and personal accident insurance. This protection includes support for certain work accident claim costs, compensation benefits, and repatriation of remains when necessary. The Company also develops healthcare facilities in several strategic branches, namely Surabaya, Biak, Balikpapan, and Lake Toba.

As a preventive measure, ASDP conducts annual MCU for ashore employees at Branch Offices. These examinations aim to detect potential health issues early, support employee productivity, and strengthen efforts to prevent occupational diseases.



CONTRACTOR SAFETY MANAGEMENT SYSTEM (CSMS) [GRI 403-7]

ASDP memperluas penerapan standar keselamatan kepada mitra kerja, kontraktor, dan pemasok melalui *Contractor Safety Management System* (CSMS). Sistem ini digunakan sebagai mekanisme penilaian awal untuk memastikan kontraktor memiliki pengelolaan K3 yang memadai sebelum melaksanakan pekerjaan di lingkungan Perseroan.

Melalui CSMS, ASDP memastikan bahwa kontraktor menerapkan Sistem Manajemen Keselamatan dan Kesehatan Kerja sesuai dengan Peraturan Pemerintah No. 50 Tahun 2012 tentang SMK3 dan/atau standar ISO 45001:2018. Pengawasan dan evaluasi terhadap kepatuhan mitra kerja dilakukan untuk menjaga konsistensi penerapan praktik kerja aman di seluruh rantai operasional.

Dalam pelaksanaannya, ASDP mengklasifikasikan tingkat risiko pekerjaan kontraktor ke dalam tiga kategori, yaitu *Low Risk*, *Medium Risk*, dan *High Risk*. Penentuan kategori dilakukan berdasarkan parameter berikut:

1. Jenis pekerjaan yang dilakukan;
2. Potensi bahaya dan kecelakaan di tempat kerja;
3. Potensi kecelakaan akibat aktivitas kontraktor;
4. Adanya pekerjaan simultan oleh beberapa kontraktor di lokasi yang sama;
5. Durasi pelaksanaan pekerjaan serta;
6. Pengalaman dan keahlian kontraktor dalam bidang terkait.

Dengan penerapan CSMS, Perseroan berupaya memastikan seluruh mitra kerja beroperasi sesuai prinsip keselamatan, mendukung target *Zero Accident*, dan menjaga standar K3 di lingkungan kerja ASDP.

KECELAKAAN KERJA [GRI 403-9]

ASDP memantau kinerja keselamatan kerja dan keselamatan pelayaran melalui pencatatan insiden, evaluasi kecelakaan, serta pengukuran tingkat kecelakaan kerja. Pemantauan ini menjadi dasar bagi Perseroan untuk menilai efektivitas program K3, mengidentifikasi area perbaikan, serta memperkuat upaya pencegahan kecelakaan di lingkungan kantor, pelabuhan, dan kapal.

CONTRACTOR SAFETY MANAGEMENT SYSTEM (CSMS) [GRI 403-7]

ASDP extends the implementation of safety standards to work partners, contractors, and suppliers through the *Contractor Safety Management System* (CSMS). This system is used as an initial assessment mechanism to ensure that contractors have adequate OHS management in place before carrying out work within the Company's environment.

Through CSMS, ASDP ensures that contractors implement an Occupational Health and Safety Management System in accordance with Government Regulation No. 50 of 2012 concerning OHSMS and/or ISO 45001:2018 standards. Monitoring and evaluation of work partner compliance are carried out to maintain consistent implementation of safe work practices across the operational chain.

In its implementation, ASDP classifies contractor work risk levels into three categories: *Low Risk*, *Medium Risk*, and *High Risk*. The categories are determined based on the following parameters:

1. Type of work performed;
2. Potential hazards and accidents in the workplace;
3. Potential accidents arising from contractor activities;
4. Simultaneous work by multiple contractors at the same location;
5. Duration of work implementation; and
6. Contractor experience and expertise in the relevant field.

Through the implementation of CSMS, the Company seeks to ensure that all work partners operate in accordance with safety principles, support the *Zero Accident* target, and maintain OHS standards within ASDP's work environment.

WORK-RELATED INJURIES [GRI 403-9]

ASDP monitors occupational safety and maritime safety performance through incident recording, accident evaluation, and measurement of occupational accident rates. This monitoring serves as the basis for the Company to assess the effectiveness of OHS programs, identify areas for improvement, and strengthen accident prevention efforts within offices, ports, and vessels.

Pada tahun 2025, tidak terdapat kasus kematian akibat kerja, baik pada karyawan maupun pekerja yang bukan karyawan. Perseroan mencatat 4 kasus kecelakaan kerja berat tidak termasuk kematian pada karyawan dengan rate 0,194 per 1.000.000 jam kerja, serta 8 kasus kecelakaan kerja tercatat dengan rate 0,389 per 1.000.000 jam kerja. Jumlah jam kerja karyawan pada tahun 2025 tercatat sebesar 22.474.949 jam. Hingga akhir periode pelaporan, cakupan perhitungan jumlah jam kerja dan tingkat kecelakaan kerja tersebut masih terbatas pada karyawan, dan belum mencakup pekerja yang bukan karyawan.

In 2025, there were no work-related fatalities, either among employees or non-employee workers. The Company recorded 4 cases of high-consequence work-related injuries, excluding fatalities, among employees, with a rate of 0.194 per 1,000,000 hours worked, as well as 8 recordable work-related injuries, with a rate of 0.389 per 1,000,000 hours worked. Total employee working hours in 2025 were recorded at 22,474,949 hours. As of the end of the reporting period, the scope of calculation for total working hours and occupational accident rates remained limited to employees and did not yet include workers who are not employees.

TOTAL TINGKAT INSIDEN DAN TINGKAT KEMATIAN TERCATAT TOTAL RECORDED INCIDENT RATE AND FATALITY RATE

Deskripsi Description	2025		2024		2023	
	Jumlah Kasus Cases	Rate	Jumlah Kasus Cases	Rate	Jumlah Kasus Cases	Rate
Kematian Fatalities						
Karyawan Employees	0	0	0	0	0	0
Pekerja yang bukan karyawan Non-employee workers	0	0	0	0	0	0
Kecelakaan Kerja Berat (Tidak Termasuk Kematian) High Consequence Work-Related Injuries (Excluding Fatalities)						
Karyawan Employees	4	0,194	0	0	0	0
Pekerja yang bukan karyawan Non-employee workers	0	0	0	0	0	0
Jumlah Kecelakaan Kerja Tercatat Recordable Work-Related Injuries						
Karyawan Employees	8	0,389	0	0	0	0
Pekerja yang bukan karyawan Non-employee workers	0	0	0	0	0	0
Jumlah Jam Kerja Hours Worked						
Karyawan Employees	22.474.949		3,856,952*		N/A	
Total Jam Kerja Total Hours Worked	22.474.949		3,856,952*		N/A	

Catatan | Note:

N/A: ASDP belum melakukan perhitungan jumlah jam kerja. | ASDP did not calculate the number of working hours.

- * Perhitungan jumlah jam kerja aman hanya dilakukan pada 3 lokasi cabang ASDP yaitu Cab. Bitung, Cab. Bajoe, dan Cab. Balikpapan. The safe working hours calculation was only carried out at three ASDP branch locations, namely Bitung Branch, Bajoe Branch, and Balikpapan Branch.
- * Tingkat Kecelakaan Kerja Berat (tidak termasuk kematian) dan *Recordable Work-related Injury* dihitung per 1.000.000 jam kerja. The rate of High-Consequence Work-Related Injuries (excluding fatalities) and Recordable Work-Related Injuries is calculated per 1,000,000 hours worked.



KEJADIAN DARURAT KAPAL

ASDP juga memantau kejadian darurat kapal sebagai bagian dari evaluasi keselamatan pelayaran. Pada tahun 2025, rate kecelakaan kapal tercatat sebesar 0,22, lebih rendah dibandingkan tahun 2024 sebesar 0,29. Evaluasi terhadap kejadian darurat kapal menjadi dasar bagi Perseroan dalam memperkuat audit internal ISM Code, pembinaan awak kapal, pemenuhan sertifikasi keselamatan, dan program peningkatan budaya keselamatan.

VESSEL EMERGENCY INCIDENTS

ASDP also monitors vessel emergency incidents as part of its maritime safety evaluation. In 2025, the vessel accident rate was recorded at 0.22, lower than 0.29 in 2024. Evaluations of vessel emergency incidents serve as the basis for the Company to strengthen internal ISM Code audits, vessel crew development, compliance with safety certification requirements, and programs aimed at enhancing the safety culture.

JUMLAH DAN JENIS KEJADIAN DARURAT KAPAL 2023-2025
NUMBER AND TYPES OF VESSEL EMERGENCY INCIDENTS, 2023-2025

Jenis Kejadian Type of Incident	2025	2024	2023
Kandas Grounding	3	2	3
Tubrukan Collision	1	3	1
Kebakaran Fire	1	2	0
Tenggelam Sinking	0	0	0
Total Kejadian Total Incidents	5	7	4
Rate Kecelakaan Accident Rate	0,22	0,29	0,17

Selama tahun 2025, ASDP tidak mencatat adanya Penyakit Akibat Kerja (PAK) pada karyawan. Perseroan terus melakukan upaya pencegahan melalui inspeksi area kerja, pemantauan lingkungan kerja, serta evaluasi atas hasil pemeriksaan kesehatan karyawan. Potensi bahaya kesehatan yang menjadi perhatian antara lain paparan kebisingan, debu, bahan kimia, panas, risiko ergonomi, serta kelelahan yang dapat timbul dari aktivitas operasional.

Throughout 2025, ASDP recorded no cases of Occupational Diseases among employees. The Company continues to carry out preventive efforts through work area inspections, work environment monitoring, and evaluations of employee medical examination results. Potential health hazards of concern include exposure to noise, dust, chemicals, heat, ergonomic risks, and fatigue that may arise from operational activities.

Untuk mengurangi potensi dampak tersebut, ASDP menerapkan pengendalian risiko berdasarkan hierarki pengendalian, mulai dari eliminasi sumber bahaya, substitusi material atau proses kerja, rekayasa teknis, pengendalian administratif, penggunaan APD, hingga pemeriksaan kesehatan berkala sesuai jenis paparan di tempat kerja. Pendekatan ini dilakukan untuk menjaga kesehatan karyawan sekaligus memperkuat pencegahan risiko penyakit akibat kerja di lingkungan operasional Perseroan. [GRI 403-10]

To reduce these potential impacts, ASDP applies risk controls based on the hierarchy of controls, ranging from eliminating hazard sources, substituting materials or work processes, engineering controls, administrative controls, and the use of PPE, to periodic medical examinations according to the type of workplace exposure. This approach is carried out to maintain employee health while strengthening the prevention of occupational disease risks within the Company's operational environment. [GRI 403-10]

TANGGUNG JAWAB SOSIAL DAN HUBUNGAN DENGAN MASYARAKAT [OJK F.25]

SOCIAL RESPONSIBILITY AND COMMUNITY RELATIONS [OJK F.25]

ASDP menyadari bahwa keberlangsungan usaha Perseroan tidak hanya ditentukan oleh kinerja operasional dan keuangan, tetapi juga oleh kualitas hubungan dengan masyarakat di sekitar wilayah operasional. Sebagai BUMN yang bergerak di bidang jasa penyeberangan dan kepelabuhanan, ASDP memiliki peran dalam mendukung konektivitas, mobilitas masyarakat, serta pertumbuhan ekonomi daerah. Oleh karena itu, Perseroan menjalankan program Tanggung Jawab Sosial dan Lingkungan (TJSL) sebagai bagian dari upaya menciptakan manfaat sosial, ekonomi, dan lingkungan yang lebih luas bagi masyarakat.

ASDP mengelola tanggung jawab sosial dan hubungan dengan masyarakat sebagai bagian dari komitmen Perseroan dalam mendukung pembangunan berkelanjutan serta menjaga hubungan yang harmonis dengan pemangku kepentingan di sekitar wilayah operasional. Pelaksanaan Program TJSL disusun dengan mempertimbangkan kebutuhan masyarakat, karakteristik wilayah, isu prioritas, serta masukan dari pemangku kepentingan agar program yang dijalankan tepat sasaran dan memberikan manfaat berkelanjutan.

Program TJSL ASDP mengacu pada ketentuan yang berlaku bagi BUMN, termasuk Peraturan Menteri BUMN No. PER-01/MBU/03/2023 tentang Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara. Komitmen internal Perseroan juga dituangkan dalam Keputusan Direksi No. KD.306/KU.207/ASDP-2023 tentang Tanggung Jawab Sosial dan Lingkungan, yang menjadi dasar pengelolaan program secara terarah, terukur, dan dapat dipertanggungjawabkan.

Untuk memastikan efektivitas pelaksanaan program, ASDP melakukan pemantauan melalui realisasi program, realisasi anggaran, survei kepuasan masyarakat melalui Indeks Kepuasan Masyarakat (IKM). Hasil evaluasi tersebut menjadi dasar bagi Perseroan untuk meningkatkan ketepatan sasaran, memperkuat pelibatan masyarakat, serta menyusun program yang lebih relevan pada periode berikutnya. [GRI 3-3]

ASDP recognizes that the sustainability of its business is determined not only by operational and financial performance, but also by the quality of its relationships with communities surrounding its operational areas. As a state-owned enterprise engaged in ferry and port services, ASDP plays a role in supporting connectivity, community mobility, and regional economic growth. Therefore, the Company implements its Corporate Social and Environment Responsibility (CSER) programs as part of its efforts to create broader social, economic, and environmental benefits for communities.

ASDP manages social responsibility and community relations as part of the Company's commitment to supporting sustainable development and maintaining harmonious relationships with stakeholders around its operational areas. The implementation of CSER Programs is prepared by considering community needs, regional characteristics, priority issues, and stakeholder input to ensure that the programs are well-targeted and provide sustainable benefits.

ASDP's CSER Programs are implemented in accordance with regulations applicable to SOEs, including the Minister of SOEs Regulation No. PER-01/MBU/03/2023 concerning Social and Environmental Responsibility Programs of State-Owned Enterprises. The Company's internal commitment is also reflected in Board of Directors Decree No. KD.306/KU.207/ASDP-2023 concerning Social and Environmental Responsibility, which serves as the basis for managing the programs in a structured, measurable, and accountable manner.

To ensure effective program implementation, ASDP monitors program realization, budget realization, and community satisfaction surveys through the Community Satisfaction Index (CSI). The evaluation results serve as the basis for the Company to improve program targeting, strengthen community engagement, and develop more relevant programs in the following period. [GRI 3-3]



DAMPAK KEGIATAN USAHA TERHADAP MASYARAKAT

ASDP secara berkala mengidentifikasi dan mengevaluasi dampak kegiatan usaha terhadap masyarakat di sekitar wilayah operasional. Kehadiran Perseroan di berbagai daerah memberikan kontribusi bagi masyarakat, terutama dalam mendukung konektivitas antardaerah, kelancaran mobilitas penumpang, distribusi barang, serta aktivitas ekonomi lokal. Melalui layanan penyeberangan dan kepelabuhanan, ASDP turut memperkuat akses masyarakat terhadap pusat ekonomi, layanan publik, dan wilayah strategis lainnya. Kontribusi tersebut juga diperluas melalui pelaksanaan Program TJSL yang dirancang untuk menjawab kebutuhan masyarakat di sekitar wilayah operasional. [OJK F.23]

Di sisi lain, ASDP menyadari bahwa kegiatan operasional juga memiliki potensi dampak yang perlu dikelola, antara lain timbulan sampah di area pelabuhan, kebutuhan akses air bersih dan sanitasi, kualitas lingkungan pesisir, serta potensi keluhan masyarakat terkait aktivitas operasional. Untuk memitigasi potensi dampak tersebut, Perseroan menerapkan pengelolaan operasional yang bertanggung jawab, memenuhi ketentuan peraturan perundang-undangan, melibatkan pemangku kepentingan, serta menjalankan program sosial dan lingkungan yang relevan dengan kondisi wilayah. [GRI 413-2]

Pelaksanaan Program TJSL dilakukan dengan melibatkan pemangku kepentingan yang relevan, antara lain pemerintah daerah, komunitas lokal, kelompok penerima manfaat, mitra pelaksana, unit kerja internal, serta pihak lain yang berkaitan dengan program. Pelibatan tersebut dilakukan dalam bentuk koordinasi pelaksanaan program, identifikasi kebutuhan masyarakat, pendampingan kegiatan, serta evaluasi manfaat program. Program TJSL diusulkan melalui mekanisme berjenjang dari Kantor Cabang maupun Kantor Pusat, bersumber dari inisiatif Perseroan, kerja sama dengan mitra eksternal, maupun penunjukan pemerintah, dengan setiap usulan melalui proses verifikasi dan persetujuan internal sebelum dilaksanakan sehingga Program TJSL telah menjangkau seluruh lokasi operasional Perseroan. Untuk program tertentu, ASDP juga melakukan pemetaan pemangku kepentingan dan pengukuran dampak melalui SROI dan IKM sebagai dasar evaluasi efektivitas program.

IMPACT OF OPERATIONS ON LOCAL COMMUNITIES

ASDP periodically identifies and evaluates the impacts of its business activities on communities surrounding its operational areas. The Company's presence across various regions contributes to communities, particularly in supporting interregional connectivity, the smooth mobility of passengers, goods distribution, and local economic activities. Through ferry and port services, ASDP also strengthens community access to economic centers, public services, and other strategic areas. This contribution is further expanded through the implementation of CSER Programs designed to address the needs of communities around its operational areas. [OJK F.23]

On the other hand, ASDP recognizes that its operations also have potential impacts that need to be managed, including waste generation in port areas, the need for access to clean water and sanitation, coastal environmental quality, and potential community complaints related to operational activities. To mitigate these potential impacts, the Company implements responsible operational management, complies with applicable laws and regulations, engages stakeholders, and carries out social and environmental programs that are relevant to local conditions. [GRI 413-2]

The implementation of CSER Programs involves relevant stakeholders, including local governments, local communities, beneficiary groups, implementing partners, internal work units, and other parties related to the programs. This engagement is carried out through program implementation coordination, community needs identification, activity assistance, and evaluation of program benefits. CSER programs are proposed through a tiered review process from Branch Offices or the Head Office. These initiatives stem from Company-led programs, collaborations with external partners, or government mandates. Each proposal undergoes internal verification and approval prior to implementation, ensuring that CSER initiatives reach all operational areas of the Company. For specific programs, ASDP conducts stakeholder mapping as well as impact assessments using SROI and the Community Satisfaction Index as bases for evaluating program effectiveness.

Program yang dilaksanakan mencakup bantuan air bersih dan sanitasi, perbaikan drainase, pengelolaan sampah, pelestarian ekosistem pesisir, pengembangan mangrove, transplantasi terumbu karang, daur ulang limbah tekstil, pengembangan fasilitas umum, serta program kesehatan dan gizi masyarakat, termasuk Program *Ocean Clean Up Day*, bantuan kegiatan Qurban, dan santunan anak yatim pada bulan Ramadhan. Melalui pendekatan ini, ASDP berupaya memastikan bahwa kegiatan usaha Perseroan tidak hanya mendukung kelancaran operasional, tetapi juga memberikan manfaat sosial, ekonomi, dan lingkungan bagi masyarakat sekitar. [GRI 413-1]

ASDP juga mendukung pengembangan masyarakat melalui Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) serta kegiatan pemberdayaan ekonomi lainnya. Program tersebut diarahkan untuk meningkatkan kapasitas pelaku usaha lokal, memperluas peluang ekonomi produktif, dan memperkuat kemandirian masyarakat di sekitar wilayah operasional.

Implemented initiatives encompass clean water and sanitation assistance, drainage infrastructure improvements, waste management, coastal ecosystem conservation, mangrove restoration, coral reef transplantation, textile waste recycling, public facility development, and community health and nutrition programs, including the *Ocean Clean Up Day* Program, Qurban (sacrificial animal) assistance, and donations for orphans during the month of Ramadan. Through this approach, ASDP seeks to ensure that the Company's business activities not only support seamless operations, but also deliver tangible social, economic, and environmental benefits to surrounding communities. [GRI 413-1]

ASDP also supports community development through the Micro and Small Enterprise Funding Program and other economic empowerment activities. These programs are directed at enhancing the capacity of local business actors, expanding productive economic opportunities, and strengthening community independence around operational areas.

PILAR PROGRAM TJSL CSER PROGRAM PILLARS

Pilar	Tujuan	Penjelasan	SDGs
Sosial Social	Mendukung pemenuhan hak dasar masyarakat secara adil dan setara untuk meningkatkan kesejahteraan masyarakat. Support the equitable fulfillment of basic needs to improve community welfare.	Program pada pilar sosial diarahkan untuk mendukung kebutuhan dasar masyarakat, seperti kesehatan, pendidikan, bantuan sosial, dan peningkatan kualitas hidup kelompok penerima manfaat. Programs under the Social pillar are designed to address basic community needs, including healthcare, education, social assistance, and initiatives to improve the quality of life of beneficiary groups.	    
Lingkungan Environmental	Mendukung pengelolaan sumber daya alam dan lingkungan secara berkelanjutan. Support the sustainable management of natural resources and the environment.	Program lingkungan mencakup pengelolaan sampah, penghijauan, pelestarian ekosistem pesisir, pengembangan mangrove, transplantasi terumbu karang, serta inisiatif pengurangan dampak lingkungan. Programs under the Environmental pillar include waste management, reforestation, coastal ecosystem conservation, mangrove development, coral reef transplantation, and initiatives to reduce environmental impacts.	    
Ekonomi Economic	Mendorong pertumbuhan ekonomi lokal dan penguatan kapasitas masyarakat. Promote local economic growth and strengthen community capacity.	Program ekonomi diarahkan untuk mendukung pemberdayaan masyarakat, pengembangan UMKM, peningkatan kapasitas usaha, serta penguatan peluang ekonomi produktif. Programs under the Economic pillar are aimed at supporting community empowerment, MSME development, business capacity building, and strengthening productive economic opportunities.	    
Hukum dan Tata Kelola Legal and Governance	Mendukung tata kelola yang efektif, transparan, akuntabel, dan partisipatif. Support effective, transparent, accountable, and participatory governance.	Program pada pilar ini diarahkan untuk memperkuat tata kelola, kepatuhan, integritas, serta hubungan yang bertanggung jawab dengan pemangku kepentingan. Programs under this pillar are designed to strengthen governance, integrity, and responsible stakeholder relations.	



REALISASI BIAYA TJSL PER PILAR KEGIATAN (DALAM RUPIAH) CSER PROGRAM EXPENDITURE BY PILLAR (IN RUPIAH)

Pilar Kegiatan Program Pillar	2025	2024	2023
Pilar Sosial Social Pillar	2.940.182.775	3.141.476.103	2.761.774.445
Pilar Ekonomi Economic Pillar	2.622.544.135	943.240.185	1.514.267.317
Pilar Lingkungan Environmental Pillar	4.620.081.922	4.037.458.506	4.145.480.886
Pilar Hukum dan Tata Kelola Legal and Governance Pillar	0,00	50.000.000	0,00
Total Total	10.182.808.832	8.172.174.894	8.421.522.648

DAMPAK EKONOMI TIDAK LANGSUNG

Sebagai perusahaan penyeberangan dan kepelabuhanan, ASDP berkontribusi terhadap penguatan konektivitas dan aktivitas ekonomi di berbagai wilayah Indonesia. Infrastruktur pelabuhan dan dermaga yang dikelola Perseroan mendukung mobilitas masyarakat, distribusi barang, akses layanan, serta pergerakan ekonomi lokal, khususnya di wilayah yang bergantung pada layanan transportasi penyeberangan.

Selain melalui kegiatan operasional, ASDP mendorong dampak ekonomitidaklangsungmelaluiProgramTJSLdanpemberdayaan masyarakat. Program dirancang dengan mempertimbangkan kebutuhan masyarakat, karakteristik wilayah, serta masukan dari pemangku kepentingan agar manfaat yang dihasilkan dapat lebih tepat sasaran dan berkelanjutan. Fokus program mencakup pemberdayaan ekonomi, dukungan sosial, peningkatan kualitas lingkungan, kesehatan masyarakat, serta penguatan sarana dan prasarana publik.

INDIRECT ECONOMIC IMPACT

As a ferry and port company, ASDP contributes to strengthening connectivity and economic activities across various regions of Indonesia. The port and dock infrastructure managed by the Company supports community mobility, goods distribution, access to services, and local economic movement, particularly in regions that depend on ferry transportation services.

In addition to its operational activities, ASDP drives indirect economic impact through CSER Programs and community empowerment. These programs are designed by considering community needs, regional characteristics, and stakeholder input to ensure that the benefits generated are more targeted and sustainable. Program focus areas include economic empowerment, social support, environmental quality improvement, public health, and strengthening public facilities and infrastructure.

JUMLAH INFRASTRUKTUR PELABUHAN TAHUN 2023-2025 NUMBER OF PORT INFRASTRUCTURE FACILITIES, 2023-2025

Keterangan Description	2025	2024	2023
Pelabuhan Port	37	37	27
Dermaga Moveable Bridge Moveable Bridge Dock	61	61	61
Dermaga Plengsengan Levee Dock	25	24	24
Dermaga Ponton Floating Dock	3	3	3

IMPLEMENTASI PROGRAM TJSL IMPLEMENTATION OF CSER PROGRAMS



PROGRAM PLASTIC PAY - SEWA REVERSE VENDING MACHINE DAN DROPBOX PLASTIC PAY REVERSE VENDING MACHINE AND DROPBOX RENTAL PROGRAM

Plastic Pay merupakan platform digital yang mendorong perubahan perilaku sosial dengan cara yang sederhana dan bermakna mengajak masyarakat menukarkan sampah plastik menjadi poin. Melalui aplikasi dan fasilitas pengumpulan yang terintegrasi, *Plastic Pay* membuka ruang partisipasi bagi individu, institusi, serta sektor publik dan swasta dalam upaya pengelolaan sampah plastik yang berkelanjutan. Didukung teknologi inovatif, *Plastic Pay* berperan sebagai *green enabler* berbasis *Business-to-Business-to-Consumer* (B2B2C) yang membantu perusahaan dan institusi menjalankan komitmen keberlanjutan.

Plastic Pay is a digital platform that promotes social behavior change through a simple yet meaningful approach by encouraging people to exchange plastic waste for points. Through an integrated application and collection facilities, *Plastic Pay* creates opportunities for individuals, institutions, and both public and private sectors to participate in sustainable plastic waste management. Supported by innovative technology, *Plastic Pay* serves as a *green enabler* through a *Business-to-Business-to-Consumer* (B2B2C) model, helping companies and institutions fulfill their sustainability commitments.

RVM (3 Unit): Kantor Pusat ASDP, Kementerian Perhubungan, Kementerian BUMN/ BP BUMN; Dropbox (4 Unit): SMAN 97 Jaksel, SMKN 32 Jaksel, Rusun Kebersihan Cengkareng, Taman Jajan Garden Serpong.

RVM (3 Units): ASDP Head Office, Ministry of Transportation, Ministry of SOEs/SOEs Reg Agency; Dropbox (4 Units): SMAN 97 South Jakarta, SMKN 32 South Jakarta, Rusun Kebersihan Cengkareng, Taman Jajan Garden Serpong.

3,13

Indeks SROI | SROI Index

Setiap Rp1 yang diinvestasikan dalam program ini dapat menghasilkan keuntungan sebesar **Rp3,13**.

Every Rp1 invested in the program generated social value equivalent to **Rp3.13**.



PROGRAM ASDP OCEAN CLEAN UP DAY ASDP OCEAN CLEAN UP DAY PROGRAM

Merupakan program bersih-bersih laut dan pantai yang bertujuan untuk menjaga laut dan pantai dari polusi sampah terutama sampah plastik yang sulit mengurai yang berdampak buruk pada ekosistem laut, kerusakan lingkungan serta berdampak pada kesehatan manusia.

A coastal and marine clean-up program aimed at protecting the sea and beaches from waste pollution, particularly plastic waste that is difficult to decompose and may affect marine ecosystems, environmental damage, and human health.



27 cabang ASDP seluruh Indonesia

27 ASDP branches across Indonesia



PENGEMBANGAN HUTAN MANGROVE DI BAKAUHENI, LAMPUNG SELATAN

MANGROVE FOREST DEVELOPMENT IN BAKAUHENI, SOUTH LAMPUNG

Bekerja sama dengan Kelompok Sadar Wisata (Pokdarwis) Tanjung Tuha Bakauheni, ASDP memberikan bantuan dana untuk pengembangan hutan mangrove di Bakauheni, Lampung Selatan dimana program ini bertujuan untuk mitigasi bencana yang diakibatkan abrasi, pemanfaatan pengelolaan hutan mangrove menjadi wisata tracking mangrove dalam pengembangan wisata bahari di pesisir pantai Bakauheni dan upaya menjaga sumber daya alam.

In collaboration with the Tanjung Tuha Bakauheni Tourism Awareness Group (Pokdarwis), ASDP provided funding support for the development of mangrove forests in Bakauheni, South Lampung. The program aims to mitigate disasters caused by abrasion, utilize mangrove forest management as a mangrove tourism attraction in Bakauheni's coastal tourism area, and preserve natural resources.



Bakauheni



TRANSPLANTASI TERUMBU KARANG DI LABUAN BAJO

CORAL REEF TRANSPLANTATION IN LABUAN BAJO

Terumbu karang merupakan ekosistem laut yang sangat penting karena menjadi habitat bagi berbagai biota laut, pelindung garis pantai, serta sumber ekonomi bagi masyarakat pesisir. Namun, kondisi terumbu karang banyak mengalami kerusakan akibat aktivitas manusia (penangkapan ikan destruktif, pencemaran) dan perubahan iklim. Program transplantasi terumbu karang dilakukan sebagai upaya rehabilitasi untuk mempercepat pemulihan ekosistem yang rusak.

Coral reefs are marine ecosystems that are highly important as habitats for various marine biota, coastal protection, and sources of economic value for coastal communities. However, many coral reefs have been damaged due to human activities (destructive fishing practices, pollution), and climate change. The coral reef transplantation program is carried out as a rehabilitation effort to accelerate the recovery of damaged ecosystems.



Labuan Bajo



PROGRAM DAUR ULANG LIMBAH TEKSTIL TEXTILE WASTE RECYCLING PROGRAM

Daur ulang limbah tekstil adalah proses pengolahan kembali sisa bahan kain atau pakaian bekas (seragam bekas) agar dapat digunakan menjadi produk baru yang bernilai guna. Kegiatan ini bertujuan untuk mengurangi jumlah sampah tekstil yang terus meningkat serta menekan dampak negatif terhadap lingkungan, seperti pencemaran tanah dan air.

Textile waste recycling is the process of reprocessing leftover fabric materials or used uniforms to be reused as useful products or goods. The activity aims to reduce the amount of textile waste that continues to increase and suppress negative impacts on the environment, such as soil and water pollution.



Kantor Pusat
Head Office



BANTUAN DANA PENGADAAN KENDARAAN RODA TIGA PENGANGKUT SAMPAH DI KABUPATEN TOJO UNA UNA FUNDING SUPPORT FOR THE PROCUREMENT OF THREE- WHEELED WASTE COLLECTION VEHICLES IN TOJO UNA UNA REGENCY

Program bantuan dana untuk kendaraan roda tiga pengangkut sampah merupakan inisiatif yang bertujuan untuk meningkatkan efektivitas pengelolaan sampah di tingkat masyarakat, khususnya di lingkungan permukiman dan wilayah dengan akses terbatas (Kabupaten Tojo Una-Una). Kendaraan roda tiga dipilih karena memiliki ukuran yang lebih kecil, lincah, dan mampu menjangkau area sempit seperti gang atau jalan lingkungan yang tidak dapat dilalui kendaraan besar. Dengan adanya fasilitas ini, proses pengumpulan dan pengangkutan sampah dari sumber ke tempat penampungan sementara (TPS) atau tempat pengolahan dapat berjalan lebih cepat, teratur, dan efisien.

The funding support program for three-wheeled waste collection vehicles is an initiative aimed at improving the effectiveness of community-level waste management, particularly in residential areas and areas with limited access (Tojo Una Una Regency). Three-wheeled vehicles were selected because they are smaller, more agile, and able to reach narrow areas such as alleys or village roads inaccessible by larger vehicles. The vehicle allows the waste collection and transportation process from temporary disposal sites (TPS) or waste management sites to run more regularly and efficiently.



Kabupaten Tanjung Una-Una
Tojo Una-Una Regency



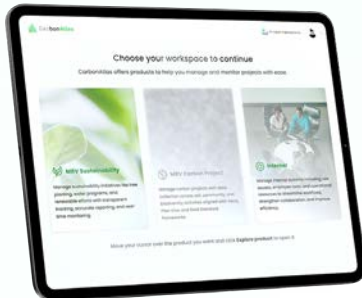
PENANAMAN 3.000 MANGROVE DI MAWALI, BITUNG PLANTING OF 3,000 MANGROVE SEEDLINGS IN MAWALI, BITUNG

Penanaman 3.000 bibit mangrove ini merupakan bentuk komitmen ASDP terhadap pengurangan emisi karbon yang sudah dihasilkan. Konversi ini disesuaikan dengan total emisi yang telah dikelurarkan dan akan dicantumkan ke dalam platform.

The planting of 3,000 mangrove seedlings represents ASDP's commitment to reducing carbon emissions that have been generated. This conversion is adjusted to the total emissions released and will be recorded on the platform.



Mawali, Bitung



SUBSCRIBE PENGHITUNGAN EMISI KARBON (APLIKASI JEJAK.IN) CARBON EMISSIONS CALCULATION SUBSCRIPTION PROGRAM (JEJAK.IN APPLICATION)

Program sewa aplikasi penghitungan emisi karbon merupakan inisiatif untuk membantu organisasi, instansi, maupun perusahaan dalam mengukur, memantau, dan mengelola jejak karbon secara sistematis dan berbasis data. Melalui pemanfaatan aplikasi Jejak.in, pengguna dapat menghitung emisi karbon yang dihasilkan dari berbagai aktivitas, seperti penggunaan energi, transportasi, hingga operasional harian. Aplikasi ini menyediakan fitur perhitungan otomatis, pelaporan emisi, serta rekomendasi strategi pengurangan emisi yang sesuai dengan prinsip keberlanjutan. Dengan sistem yang terintegrasi dan mudah digunakan, program ini memungkinkan pengguna untuk memperoleh data yang akurat sebagai dasar pengambilan keputusan dalam upaya penurunan emisi karbon.

The carbon emissions calculation application rental program is an initiative to help organizations, institutions, and companies measure, monitor, and manage their carbon footprint systematically and based on data. Through the use of the Jejak.in application, users can calculate carbon emissions generated from various activities, such as energy use, transportation, and daily operations. The app provides automated calculation features, emissions reporting, and strategic recommendations for emission reduction in accordance with sustainability principles. With an integrated and easy-to-use system, the program allows users to obtain accurate data as a basis for decision-making in efforts to reduce carbon emissions.



Kantor Pusat
Head Office

SURVEI KEPUASAN MASYARAKAT COMMUNITY SATISFACTION SURVEY

Pelaksanaan Program TJSL dilakukan dengan melibatkan pemangku kepentingan yang relevan, termasuk pemerintah daerah, komunitas lokal, penerima manfaat, mitra pelaksana, unit kerja internal, serta pihak lain yang berkaitan dengan program. Untuk program tertentu, ASDP melakukan pemetaan pemangku kepentingan guna memahami peran, kebutuhan, dan pengaruh masing-masing pihak terhadap keberhasilan program.

Untuk mengukur efektivitas pelaksanaan Program TJSL, ASDP melaksanakan survei kepuasan masyarakat secara berkala. Hasil survei digunakan sebagai dasar evaluasi untuk meningkatkan kualitas program, memperkuat hubungan dengan masyarakat, serta memastikan program yang dijalankan tetap relevan dengan kebutuhan dan harapan penerima manfaat.

Pada tahun 2025, Indeks Kepuasan Masyarakat tercatat sebesar 89,20, meningkat dibandingkan tahun 2024 sebesar 86,57. Capaian tersebut menunjukkan persepsi positif masyarakat terhadap pelaksanaan program sosial Perseroan, sekaligus menjadi masukan bagi ASDP untuk terus memperkuat perencanaan, pelaksanaan, dan evaluasi program TJSL.

The implementation of CSER Programs is carried out by involving relevant stakeholders, including local governments, local communities, beneficiary groups, implementing partners, internal work units, and other parties related to the programs. For certain programs, ASDP conducts stakeholder mapping to understand the roles, needs, and influence of each party on the success of the program.

To measure the effectiveness of CSER Program implementation, ASDP conducts community satisfaction surveys periodically. The survey results are used as a basis for evaluating programs, strengthening relationships with communities, and ensuring that the programs implemented remain relevant to the needs and expectations of beneficiaries.

In 2025, the Community Satisfaction Index was recorded at 89.20, an increase compared with 86.57 in 2024. This achievement indicates positive community perception of the implementation of the Company's social programs, while also serving as input for ASDP to continue strengthening the planning, implementation, and evaluation of its CSER Programs.

INDEKS KEPUASAN MASYARAKAT COMMUNITY SATISFACTION INDEX

Index 2024

86,57



Index 2025

89,20



MEKANISME PENGADUAN MASYARAKAT COMMUNITY GRIEVANCE MECHANISM

ASDP membuka ruang komunikasi bagi masyarakat dan pemangku kepentingan untuk menyampaikan masukan, keluhan, maupun informasi terkait kegiatan operasional, program sosial, dan pelaksanaan TJSL. Mekanisme ini menjadi bagian dari upaya Perseroan dalam menjaga hubungan yang terbuka, responsif, dan konstruktif dengan masyarakat di sekitar wilayah operasional. Pengaduan dapat disampaikan melalui Kantor Pusat, Kantor Cabang, Kantor Regional, email resmi Perseroan di pelanggan@indonesiaferry.co.id, serta situs web Perusahaan.

Setiap pengaduan yang diterima akan dicatat, diverifikasi, dan ditindaklanjuti oleh unit yang berwenang sesuai dengan karakteristik dan tingkat materialitas permasalahan. Dalam proses penanganannya, Perseroan mengedepankan kehati-hatian, keterlacakan proses, akuntabilitas, serta pelibatan pihak terkait apabila diperlukan. Sepanjang tahun 2025, ASDP tidak menerima pengaduan masyarakat terkait dampak negatif dari aktivitas operasional maupun program sosial Perseroan. [OJK F.24]

ASDP provides communication channels for communities and stakeholders to submit feedback, complaints, or information related to operational activities, social programs, and CSER implementation. This mechanism forms part of the Company's efforts to maintain open, responsive, and constructive relationships with communities around its operational areas. Complaints may be submitted through the Head Office, Branch Offices, Regional Offices, the Company's official email at pelanggan@indonesiaferry.co.id, and the Company's website.

Each complaint received will be recorded, verified, and followed up by the authorized unit in accordance with the characteristics and materiality level of the issue. In handling complaints, the Company prioritizes prudence, process traceability, accountability, and the involvement of relevant parties where necessary. Throughout 2025, ASDP received no community complaints related to negative impacts from the Company's operational activities or social programs. [OJK F.24]



TATA KELOLA BERKELANJUTAN

SUSTAINABILITY GOVERNANCE





TATA KELOLA KEBERLANJUTAN SUSTAINABILITY GOVERNANCE

ASDP menempatkan tata kelola keberlanjutan sebagai fondasi dalam memastikan kegiatan usaha dijalankan secara transparan, akuntabel, berintegritas, serta bertanggung jawab terhadap aspek ekonomi, sosial, lingkungan, dan tata kelola. Bagi Perseroan, keberlanjutan tidak hanya dipahami sebagai pemenuhan kepatuhan terhadap regulasi, tetapi juga sebagai bagian dari upaya menciptakan nilai jangka panjang bagi pemegang saham, pelanggan, karyawan, mitra kerja, masyarakat, dan pemangku kepentingan lainnya.

Penerapan tata kelola keberlanjutan sejalan dengan visi ASDP untuk menjadi perusahaan “Terdepan dalam menghubungkan masyarakat dan pasar melalui jasa penyeberangan-pelabuhan terintegrasi dan tujuan wisata waterfront”. Untuk mendukung visi tersebut, pengawasan dan pengelolaan keberlanjutan dilaksanakan melalui struktur tata kelola perusahaan yang melibatkan Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, Direksi, komite di bawah Dewan Komisaris, Satuan Pengawas Intern, Sekretaris Perusahaan, Sekretariat Dewan Komisaris, serta unit kerja terkait sesuai dengan fungsi dan kewenangannya.

Kerangka tata kelola keberlanjutan ASDP mengacu pada ketentuan peraturan perundang-undangan dan kebijakan internal yang berlaku, antara lain:

1. Undang-Undang No. 19 Tahun 2003 tentang Badan Usaha Milik Negara juncto Undang-Undang No. 6 Tahun 2023 tentang Cipta Kerja;
2. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas juncto Undang-Undang No. 6 Tahun 2023 tentang Cipta Kerja;
3. Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara;
4. Peraturan Menteri BUMN No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara;
5. Surat Keputusan Bersama Dewan Komisaris dan Direksi PT ASDP Indonesia Ferry (Persero) Nomor SK.783/HK.102/ASDP-2024 Pedoman Tata Kelola Perusahaan yang Baik (Good Corporate Governance/GCG);

ASDP places sustainability governance as a foundation for ensuring that its business activities are conducted transparently, accountably, with integrity, and with due responsibility for economic, social, environmental, and governance aspects. For the Company, sustainability is understood not merely as regulatory compliance, but also as part of its efforts to create long-term value for shareholders, customers, employees, business partners, communities, and other stakeholders.

The implementation of sustainability governance is aligned with ASDP’s vision, “Leading in connecting the community and the market through integrated port-ferry transportation services and waterfront tourism destination”. Supporting the vision, sustainability oversight and management are implemented through the governance structure, involving the General Meeting of Shareholders (GMS), the Board of Commissioners, the Board of Directors, and its supporting committees, the Internal Audit Unit, the Corporate Secretary, the Secretariat to the Board of Commissioners, and relevant work units in line with their respective functions and authorities

ASDP’s sustainability governance framework refers to the applicable laws and regulations and internal policies, including:

1. Law No. 19 of 2003 on State-Owned Enterprises in conjunction with Law No. 6 of 2023 on Job Creation;
2. Law No. 40 of 2007 on Limited Liability Companies in conjunction with Law No. 6 of 2023 on Job Creation;
3. Minister of SOEs Regulation No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;
4. Minister of SOEs Regulation No. PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises;
5. Joint Decree of the Boards of Commissioners and Directors of PT ASDP Indonesia Ferry (Persero) No SK.783/HK.102/ASDP-2024 Guidelines for Good Corporate Governance (GCG);

6. Pedoman Sistem Manajemen Anti Penyuapan (SMAP) berbasis ISO 37001:2016 dan Keputusan Direksi Nomor KD.129/OP.404/ASDP-2021 tanggal 15 Desember 2021 tentang Sistem Manajemen Anti Penyuapan di Lingkungan PT ASDP Indonesia Ferry (Persero).

Bagi ASDP, penerapan tata kelola perusahaan tidak hanya diposisikan sebagai pemenuhan kewajiban kepatuhan, tetapi juga sebagai bagian dari proses penciptaan nilai yang memperkuat kepercayaan pemangku kepentingan, meningkatkan kualitas pengambilan keputusan, memitigasi risiko, serta mendukung keberlanjutan usaha dalam jangka panjang.

Penguatan tata kelola keberlanjutan ASDP dijalankan melalui beberapa fokus utama sebagai berikut:

1. **Penguatan integritas dan etika perusahaan.**

ASDP memperkuat budaya integritas melalui penerapan Pedoman Perilaku Etika, Pedoman Pengendalian Gratifikasi, Sistem Manajemen Anti Penyuapan, serta Sistem Pelaporan Dugaan Pelanggaran. Dewan Komisaris, Direksi, dan insan Perseroan menegaskan komitmen terhadap tata kelola yang bersih, transparan, profesional, serta bebas dari praktik korupsi, kolusi, nepotisme, benturan kepentingan, dan pelanggaran etika.

2. **Penguatan manajemen risiko dan kepatuhan.**

Perseroan memperkuat penerapan manajemen risiko dan kepatuhan melalui identifikasi, pemantauan, evaluasi, serta pelaporan risiko secara terintegrasi. Upaya ini mendukung pengambilan keputusan yang lebih hati-hati, terukur, dan selaras dengan kebutuhan bisnis serta aspek keberlanjutan.

3. **Standardisasi proses dan penguatan sistem manajemen.**

ASDP mendorong standardisasi proses bisnis melalui pengelolaan Sistem Manajemen Terpadu, pengembangan dan evaluasi prosedur, internal audit sistem manajemen, serta penyelarasan proses bisnis di kantor pusat, regional, cabang, kapal, dan entitas anak. Langkah ini bertujuan meningkatkan konsistensi, efisiensi, kepatuhan, dan keterlacakan proses di seluruh lini organisasi.

4. **Digitalisasi tata kelola dan pengawasan.**

Perseroan memperkuat efektivitas tata kelola melalui pengembangan sistem dan *dashboard* digital, termasuk pengembangan aplikasi e-SMT, aplikasi internal audit *Integrated Management System*, *electronic Risk Management*, serta *dashboard* analisis data operasional dan komersial. Digitalisasi ini mendukung akurasi data, pemantauan kinerja, peningkatan transparansi, dan pengendalian risiko secara lebih efektif.

6. Guidelines for the Anti-Bribery Management System (ABMS) based on ISO 37001:2016 and Board of Directors Decree No KD.129/OP.404/ASDP-2021 dated 15 December 2021 on the Anti-Bribery Management System within PT ASDP Indonesia Ferry (Persero).

For ASDP, the implementation of corporate governance is not merely viewed as fulfilling compliance obligations, but also as part of the value creation process that strengthens stakeholder trust, improves the quality of decision-making, mitigates risks, and supports long-term business sustainability.

ASDP strengthens its sustainability governance through the following key focus areas:

1. **Strengthening corporate integrity and ethics.**

ASDP reinforces its culture of integrity through the implementation of the Code of Ethical Conduct, Gratification Control Guidelines, Anti-Bribery Management System (ABMS), and Whistleblowing System. The Board of Commissioners, the Board of Directors, and Company personnel reaffirm their commitment to clean, transparent, and professional governance that is free from corruption, collusion, nepotism, conflicts of interest, and ethical violations.

2. **Strengthening risk management and compliance.**

The Company strengthens the implementation of risk management and compliance through integrated risk identification, monitoring, evaluation, and reporting. These efforts support more prudent and measured decision-making that is aligned with business needs and sustainability considerations.

3. **Process standardization and management system strengthening.**

ASDP promotes the standardization of business processes through the Integrated Management System, procedures development and evaluation, internal audit of system management, and the alignment across the offices in headquarter, regional, branch, vessels, and subsidiaries to improve consistency, efficiency, compliance, and traceability across all levels of the organization.

4. **Digitalization of governance and oversight**

The Company enhances governance effectiveness through the development of digital systems and dashboards, including the e-SMT application, the Integrated Management System internal audit application, electronic Risk Management, and operational and commercial data analytics dashboards. This digitalization supports data accuracy, performance monitoring, greater transparency, and more effective risk control.



5. Penyelarasan tata kelola dengan strategi keberlanjutan.

ASDP terus menyelaraskan praktik tata kelola dengan arah penguatan keberlanjutan Perseroan, kebutuhan transformasi bisnis, serta perkembangan regulasi dan ekspektasi pemangku kepentingan. Pada tahun 2025, Perseroan berada dalam tahap penyusunan dan pematangan roadmap GCG sehingga fokus pengembangan kedepannya diarahkan pada penguatan fondasi tata kelola, standardisasi proses, penguatan manajemen risiko dan kepatuhan, peningkatan keterlacakan proses, serta dukungan terhadap pengambilan keputusan yang lebih akuntabel dan berkelanjutan.

Sepanjang tahun 2025, Perseroan melanjutkan berbagai inisiatif penguatan tata kelola yang diarahkan untuk memperkuat transparansi, akuntabilitas, integritas, efisiensi, serta pengendalian risiko di seluruh lini organisasi. Upaya yang dilakukan mencakup:

1. Penguatan penerapan SMAP melalui sosialisasi dan survei pemahaman SMAP dan GCG, serta pelaksanaan internal audit dan *surveillance audit* ISO 37001:2016;
2. Pemutakhiran Pedoman Tata Kelola Perusahaan, Board Manual, Standar Etika Perusahaan, implementasi kebijakan terkait Pedoman Penanganan Benturan Kepentingan (*Conflict of Interest*) Dewan Komisaris dan Direksi PT ASDP Indonesia Ferry (Persero), Pedoman Pengendalian Gratifikasi, serta penguatan sosialisasi tata kelola perusahaan, *Whistleblowing System*, SMAP, dan Tata Kelola Terintegrasi;
3. Peningkatan budaya integritas melalui sosialisasi antikorupsi, pendampingan sistem pencegahan oleh Direktorat Anti Korupsi Badan Usaha KPK, serta penguatan komunikasi dan kampanye Pedoman GCG;
4. Penguatan pengelolaan risiko, kepatuhan, dan pengendalian internal melalui identifikasi risiko, evaluasi efektivitas pengendalian, serta penyelarasan kebijakan dan prosedur internal;
5. Pengembangan sistem dan digitalisasi proses tata kelola melalui pengembangan aplikasi e-SMT, aplikasi internal audit *Integrated Management System*, serta *dashboard* analisis data operasional dan komersial untuk mendukung akurasi data, transparansi, dan pengambilan keputusan berbasis data.

5. Alignment of governance with the sustainability strategy

ASDP continues to align its governance practices with the Company's sustainability direction, business transformation needs, regulatory developments, and stakeholder expectations. In 2025, the Company was in the process of developing and refining its GCG roadmap. Accordingly, future development priorities are directed toward strengthening governance foundations, standardizing processes, enhancing risk management and compliance, improving process traceability, and supporting more accountable and sustainable decision-making.

Throughout 2025, the Company continued to implement various governance-strengthening initiatives aimed at enhancing transparency, accountability, integrity, efficiency, and risk control across all levels of the organization. These efforts included:

1. Strengthening the implementation of ABMS through awareness-raising activities, employee surveys and the implementation of internal audits and ISO 37001:2016 surveillance audits;
2. Updating the Corporate Governance Guidelines, Board Manual, Corporate Ethics Standards, implementation of policies related to the Guidelines for Handling Conflicts of Interest for the Boards of Commissioners and Directors of PT ASDP Indonesia Ferry (Persero), Guidelines for Gratification Control, and strengthening the socialization of corporate governance, WBS, ABMS, and Integrated Governance;
3. Enhancing the culture of integrity through dissemination of anti-corruption, assistance in prevention systems by the KPK Directorate of Anti-Corruption for Business Entities, and enhanced communication and campaigns on the GCG Guidelines;
4. Strengthening risk management, compliance, and internal control through risk identification, evaluation of control effectiveness, and alignment of internal policies and procedures; and
5. Developing systems and digitalizing governance processes through the development of the e-SMT application, the Integrated Management System internal audit application, and operational and commercial data analytics dashboards to support data accuracy, transparency, and data-driven decision-making.

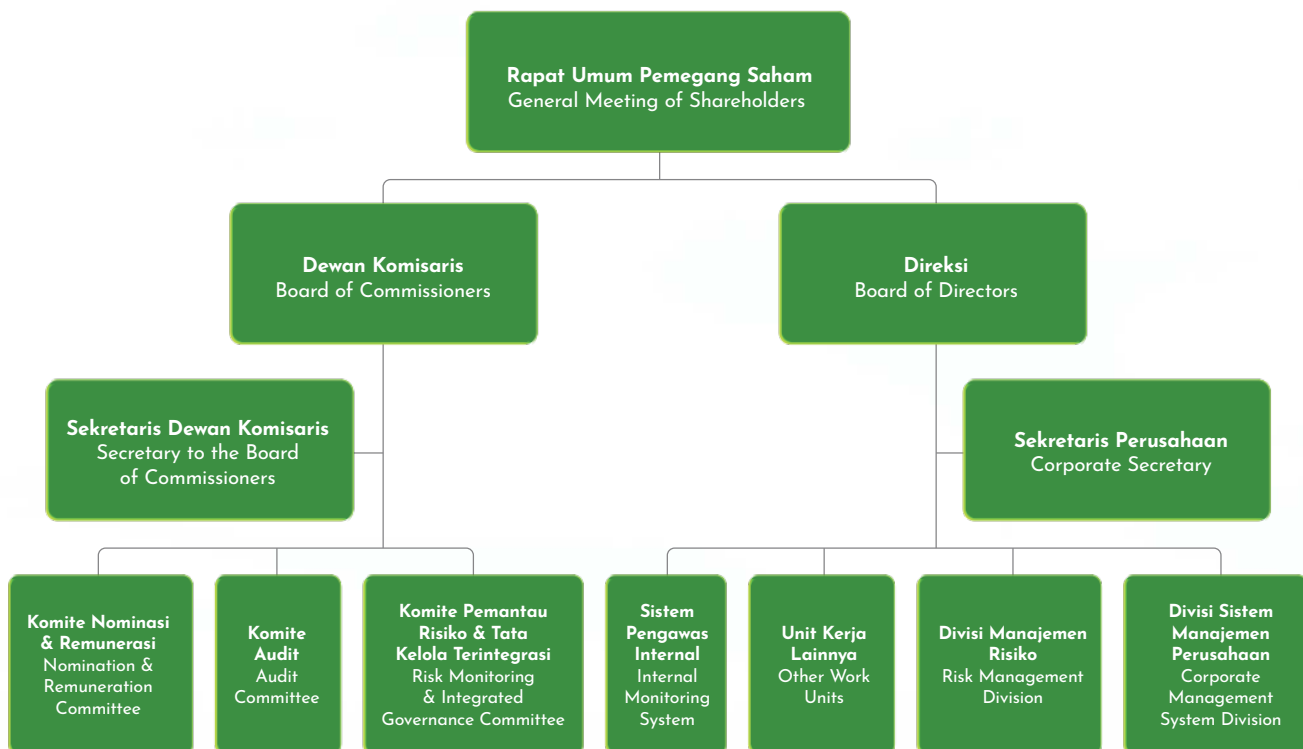
STRUKTUR TATA KELOLA [OJK E.1] [GRI 2-9]

GOVERNANCE STRUCTURE [OJK E.1] [GRI 2-9]

Struktur tata kelola ASDP terdiri atas organ utama dan organ pendukung yang menjalankan peran sesuai dengan Anggaran Dasar, ketentuan peraturan perundang-undangan, serta pedoman tata kelola internal Perseroan. Organ utama meliputi RUPS, Dewan Komisaris, dan Direksi. Sementara itu, organ pendukung mencakup komite di bawah Dewan Komisaris, Satuan Pengawas Intern, Sekretaris Perusahaan, Sekretariat Dewan Komisaris, serta unit kerja terkait yang mendukung pelaksanaan tata kelola, pengawasan, kepatuhan, pengendalian internal, dan manajemen risiko.

ASDP's governance structure comprises primary and supporting bodies with their respective roles in line with the Articles of Association, applicable laws and regulations, and the Company's internal governance guidelines. The primary governance bodies comprise the GMS, the Boards of Commissioners and Directors. The supporting bodies include committees under the Board of Commissioners, the Internal Audit Unit, the Corporate Secretary, the Secretariat of the Board of Commissioners, and relevant work units supporting the implementation of governance, oversight, compliance, internal control, and risk management.

Organ Utama Main Organs	Organ Pendukung Supporting Organs
RUPS	Komite Audit
GMS	Audit Committee
Dewan Komisaris Board of Commissioners	Komite Pemantau Manajemen Risiko Risk Management Monitoring Committee
Direksi Board of Directors	Satuan Pengawas Intern Internal Audit Unit
	Unit Kerja Lainnya Other Work Units





Dalam menjalankan fungsi tata kelola keberlanjutan, anggota Dewan Komisaris dipilih melalui mekanisme yang mengacu pada peraturan perundang-undangan yang berlaku, Anggaran Dasar Perseroan, serta pedoman tata kelola internal Perseroan. Komposisi Dewan Komisaris mempertimbangkan keberagaman dari segi usia, gender, pendidikan, keahlian, pengalaman kerja, kompetensi, independensi, serta pandangan atau ekspektasi pemegang saham dan pemangku kepentingan. Kriteria tersebut ditetapkan untuk mendukung efektivitas fungsi pengawasan serta kemampuan Perseroan dalam merespons dinamika isu ekonomi, sosial, lingkungan, dan tata kelola yang relevan dengan kegiatan usaha. [GRI 2-10]

ASDP menerapkan struktur tata kelola dua tingkat (*two-tier system*) yang memisahkan fungsi pengawasan dan pengelolaan perusahaan. Dewan Komisaris menjalankan fungsi pengawasan dan pemberian nasihat kepada Direksi atas arah kebijakan, penerapan tata kelola, pengelolaan risiko, pengendalian internal, serta kinerja Perseroan. Sementara itu, Direksi bertanggung jawab atas pengurusan Perseroan, termasuk penyusunan dan pelaksanaan strategi, kebijakan, rencana kerja, anggaran, serta program operasional. Pemisahan fungsi ini menjadi dasar dalam menjaga independensi, akuntabilitas, dan keseimbangan pengendalian dalam proses pengambilan keputusan. [GRI 2-11] [GRI 2-12]

Pada tingkat pelaksanaan, pengelolaan keberlanjutan dikoordinasikan oleh Direksi melalui unit-unit kerja terkait sesuai bidang tugas masing-masing. Unit kerja tersebut bertanggung jawab atas pengelolaan isu keberlanjutan sesuai fungsinya, antara lain pengelolaan lingkungan dan keselamatan, manajemen risiko, sumber daya manusia, tanggung jawab sosial dan lingkungan, kepatuhan, pengendalian internal, layanan pelanggan, serta fungsi pendukung lainnya. Sementara itu, Dewan Komisaris menjalankan pengawasan atas penerapan tata kelola, pengelolaan risiko, dan kinerja keberlanjutan dengan dukungan komite di bawah Dewan Komisaris, termasuk Komite Audit, Komite Nominasi dan Remunerasi, serta Komite Pemantau Risiko dan Tata Kelola Terintegrasi sesuai ruang lingkup tugasnya.

Sejalan dengan penerapan tata kelola yang terintegrasi, Dewan Komisaris dan Direksi secara berkala memantau perkembangan implementasi aspek keberlanjutan, termasuk identifikasi dan pengendalian risiko yang berpotensi memengaruhi kinerja operasional maupun keuangan Perseroan. Pengelolaan risiko tersebut dilaksanakan sebagai bagian dari sistem manajemen risiko Perseroan, termasuk

In carrying out sustainability governance functions, members of the Board of Commissioners are selected through a mechanism that refers to applicable laws and regulations, the Company's Articles of Association, and the Company's internal governance guidelines. The composition of the Board of Commissioners takes into account diversity in terms of age, gender, education, expertise, work experience, competence, independence, as well as the views or expectations of shareholders and stakeholders. These criteria are established to support the effectiveness of the oversight function and the Company's ability to respond to evolving economic, social, environmental, and governance issues relevant to its business activities. [GRI 2-10]

ASDP implements a two-tier governance structure (*two-tier system*) that separates the Company's oversight and management functions. The Board of Commissioners performs an oversight and advisory role for the Board of Directors with respect to policy direction, governance implementation, risk management, internal control, and the Company's performance. The Board of Directors, meanwhile, is responsible for managing the Company, including the formulation and implementation of strategies, policies, work plans, budgets, and operational programs. This separation of functions serves as the basis for maintaining independence, accountability, and a balance of control in the decision-making process. [GRI 2-11] [GRI 2-12]

At the implementation level, sustainability management is coordinated by the Board of Directors through the relevant work units in line with their respective responsibility for managing sustainability issues according to their functions, including environmental and safety management, risk management, human resources, social and environmental responsibility, compliance, internal control, customer service, and other supporting functions. The Board of Commissioners oversees governance implementation, risk management, and sustainability performance, with support from committees under the Board of Commissioners, including the Audit Committee, Nomination and Remuneration Committee, and Risk Monitoring and Integrated Governance Committee, in accordance with their respective scopes of duties.

In line with the implementation of integrated governance, the Board of Commissioners and the Board of Directors periodically monitor progress in the implementation of sustainability aspects, including the identification and control of risks that may affect the Company's operational and financial performance. Such risk management is carried out as part of the Company's risk management system, including

pada aspek penggunaan energi dan air, pengelolaan limbah, keselamatan kerja dan pelayaran, kepatuhan, serta isu lingkungan dan sosial lainnya yang relevan dengan kegiatan operasional. [OJK E.3] [GRI 2-12] [GRI 2-13] [GRI 2-14]

Evaluasi terhadap implementasi program keberlanjutan dilakukan melalui mekanisme rapat koordinasi, pelaporan berkala, pemantauan risiko, serta evaluasi kinerja Perseroan secara keseluruhan. Informasi kinerja keberlanjutan dikompilasi oleh unit kerja terkait sebagai bagian dari penyusunan laporan keberlanjutan. Direksi berperan dalam memastikan kesesuaian informasi yang dilaporkan, sedangkan Dewan Komisaris melakukan pengawasan atas arah kebijakan dan kinerja keberlanjutan Perseroan. [GRI 2-14]

Sebagai bagian dari penguatan tata kelola keberlanjutan, ASDP mendorong Dewan Komisaris dan Direksi untuk terus memperluas pengetahuan kolektif, keterampilan, dan pengalaman dalam mendukung penerapan pembangunan berkelanjutan, khususnya pada aspek tata kelola, manajemen risiko, keterbukaan informasi, serta keberlanjutan yang relevan dengan kegiatan usaha Perseroan. Pengembangan kompetensi tersebut dapat dilakukan melalui seminar, *workshop*, pelatihan, sertifikasi, atau bentuk peningkatan kapasitas lainnya. Sepanjang tahun 2025, anggota Dewan Komisaris dan Direksi telah mengikuti sejumlah pelatihan yang berkaitan dengan kepemimpinan, tata kelola, manajemen risiko, keterbukaan informasi, transformasi digital, pelaporan keuangan, serta keberlanjutan. Pelatihan tersebut antara lain mencakup *Onboarding Commissioner Program*, *The New Special Directorship Program*, *Expansive Leadership*, Pelatihan Hukum dan Keterbukaan Informasi Publik di Lingkungan BUMN, *Qualified Risk Governance Professional (QRGP)*, *Executive Briefing*, *Digital Leaders Insight: From AI to ROI*, *SAK for Executive*, serta *Pelatihan Sustainability Awareness*.

Selain itu, fungsi pendukung tata kelola juga diperkuat melalui Pelatihan dan Sertifikasi *Certified Sustainability Reporting Specialist (CSRS)* yang diikuti oleh Sekretaris Perusahaan. Upaya ini dilakukan untuk meningkatkan pemahaman dan kapasitas organ tata kelola dalam mendukung pengelolaan keberlanjutan, pelaporan keberlanjutan, manajemen risiko, serta pengambilan keputusan yang selaras dengan prinsip tata kelola perusahaan yang baik. [OJK E.2] [GRI 2-17]

aspects related to energy and water use, waste management, occupational and maritime safety, compliance, and other environmental and social issues relevant to its operations. [OJK E.3] [GRI 2-12] [GRI 2-13] [GRI 2-14]

The implementation of sustainability programs is evaluated through coordination meetings, periodic reporting, risk monitoring, and evaluation of the Company's overall performance. Sustainability performance information is compiled by the relevant work units in preparation of the Sustainability Report. The Board of Directors is responsible for ensuring the appropriateness of the reported information, while the Board of Commissioners oversees the Company's sustainability policy direction and performance. [GRI 2-14]

As part of strengthening sustainability governance, ASDP encourages the Board of Commissioners and the Board of Directors to continually expand their collective knowledge, skills, and experience to support the implementation of sustainable development, specifically regarding governance, risk management, information disclosure, and sustainability aspects relevant to the Company's business operations. Competency development may be undertaken through seminars, workshops, training, certifications, or other capacity-building programs. Throughout 2025, members of the Board of Commissioners and the Board of Directors participated in a number of training programs related to leadership, governance, risk management, information disclosure, digital transformation, financial reporting, and sustainability. These programs included the *Onboarding Commissioner Program*, *The New Special Directorship Program*, *Expansive Leadership*, *Legal and Public Information Disclosure Training within SOEs*, *Qualified Risk Governance Professional (QRGP)*, *Executive Briefing*, *Digital Leaders Insight: From AI to ROI*, *SAK for Executive*, and *Sustainability Awareness Training*.

In addition, governance support functions were strengthened through the *Certified Sustainability Reporting Specialist (CSRS)* Training and Certification attended by the Corporate Secretary. This initiative was undertaken to enhance the understanding and capacity of governance organs in supporting sustainability management, sustainability reporting, risk management, and decision-making aligned with the principles of good corporate governance. [OJK E.2] [GRI 2-17]



RAPAT UMUM PEMEGANG SAHAM GENERAL MEETING OF SHAREHOLDERS

Rapat Umum Pemegang Saham (RUPS) merupakan organ perusahaan dengan kewenangan tertinggi di ASDP dan menjadi forum bagi pemegang saham untuk mengambil keputusan penting yang tidak dilimpahkan kepada Direksi maupun Dewan Komisaris, sesuai dengan Anggaran Dasar dan ketentuan peraturan perundang-undangan yang berlaku.

Penyelenggaraan RUPS dilakukan melalui mekanisme pengumuman dan pemanggilan resmi sesuai ketentuan, dengan penyediaan bahan rapat agar peserta memperoleh informasi yang memadai sebelum pengambilan keputusan. RUPS di ASDP terdiri atas RUPS Tahunan dan RUPS Luar Biasa. RUPS Tahunan diselenggarakan setiap tahun untuk mengesahkan Laporan Tahunan, Laporan Keuangan, serta Rencana Kerja dan Anggaran Perusahaan (RKAP). Sementara itu, RUPS Luar Biasa dapat diselenggarakan sewaktu-waktu sesuai kebutuhan Perseroan.

Penyelenggaraan RUPS mengacu pada:

1. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas juncto Undang-Undang No. 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang No. 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang; dan
2. Anggaran Dasar Perseroan.

Sepanjang tahun 2025, ASDP menyelenggarakan RUPS Tahunan pada 30 Januari 2025 untuk membahas dan memutuskan agenda pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2025, pengesahan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) Tahun 2025, penetapan Kontrak Manajemen Tahunan yang memuat target *Key Performance Indicators* (KPI) Direksi secara kolegal dan Dewan Komisaris Tahun 2025, persetujuan pelimpahan kewenangan kepada Dewan Komisaris atas batasan alokasi anggaran investasi tertentu, serta persetujuan rencana penugasan khusus Perseroan Tahun 2025.

The General Meeting of Shareholders (GMS) is the Company organ with the highest authority within ASDP and serves as a forum for shareholders to make important decisions that have not been delegated to the Board of Directors or the Board of Commissioners, in accordance with the Articles of Association and applicable laws and regulations.

The GMS is convened through official announcement and invitation mechanisms in accordance with applicable provisions, with meeting materials provided to ensure that participants receive adequate information prior to decision-making. ASDP's GMS consists of the Annual GMS and the Extraordinary GMS. The Annual GMS is held each year to approve the Annual Report, Financial Statements, and Work Program and Budget (WPB). Meanwhile, an Extraordinary GMS may be convened at any time as required by the Company.

The convening of the GMS refers to:

1. Law No. 40 of 2007 on Limited Liability Companies in conjunction with Law No. 6 of 2023 on the Enactment of Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation into Law; and
2. The Company's Articles of Association.

Throughout 2025, ASDP convened its Annual GMS on 30 January 2025 to discuss and decide on the approval of the 2025 Work Program and Budget (WPB), the approval of the 2025 Work Program and Budget for the Corporate Social and Environmental Responsibility Program (WPB-CSER), the determination of the Annual Management Contract containing the 2025 Key Performance Indicators (KPI) targets for the Board of Directors collectively and the Board of Commissioners, the approval of the delegation of authority to the Board of Commissioners regarding limits on certain investment budget allocations, and the approval of the Company's 2025 special assignment plan.

Evaluasi terhadap pelaksanaan fungsi pengawasan dilakukan melalui mekanisme penilaian kinerja Dewan Komisaris. Hasil penilaian tersebut menjadi bahan pertimbangan dalam evaluasi oleh RUPS, serta dapat menjadi dasar dalam pertimbangan kompensasi, pengangkatan kembali, atau pemberhentian anggota Dewan Komisaris sesuai dengan ketentuan yang berlaku. [GRI 2-18]

Melalui struktur, kebijakan, sistem, dan peta jalan tersebut, ASDP berupaya memastikan bahwa tata kelola keberlanjutan berjalan secara terarah, terukur, dan berkesinambungan. Pendekatan ini diharapkan dapat memperkuat integritas pengambilan keputusan, meningkatkan kepercayaan pemangku kepentingan, meminimalkan risiko, serta mendukung penciptaan nilai ekonomi, sosial, dan lingkungan dalam jangka panjang.

The implementation of the oversight function is evaluated through the Board of Commissioners' performance assessment mechanism. The results serve as consideration material in the evaluation by the GMS and may also form the basis for decisions regarding the compensation, reappointment, or dismissal of members of the Board of Commissioners in line with applicable provisions. [GRI 2-18]

Through these structures, policies, systems, and roadmaps, ASDP endeavours to ensure that sustainability governance is implemented in a structured, measurable, and continuous manner. This approach is expected to strengthen integrity in decision-making, enhance stakeholder trust, minimize risks, and support long-term economic, social, and environmental value creation.

KONFLIK KEPENTINGAN [GRI 2-15]

CONFLICT OF INTEREST [GRI 2-15]

Pengelolaan potensi konflik kepentingan menjadi salah satu aspek penting dalam penerapan Tata Kelola Perusahaan yang Baik di lingkungan ASDP. Ketentuan terkait konflik kepentingan telah diatur dalam Kode Etik Perseroan, Pedoman Perilaku Etika, pedoman tata kelola, SMAP, serta kebijakan internal lainnya sebagai acuan bagi Dewan Komisaris, Direksi, dan seluruh insan Perseroan dalam menjalankan tugas dan tanggung jawabnya secara profesional, objektif, dan berintegritas.

Dalam pelaksanaannya, Dewan Komisaris dan Direksi dilarang melakukan transaksi yang memiliki potensi benturan kepentingan serta tidak diperkenankan mengambil keuntungan pribadi dari setiap aktivitas bisnis Perseroan, selain dari gaji, honorarium, dan fasilitas lain yang diterima sesuai dengan keputusan Rapat Umum Pemegang Saham (RUPS). Ketentuan ini diterapkan untuk memastikan bahwa setiap keputusan yang diambil senantiasa mengutamakan kepentingan Perseroan dan pemangku kepentingan secara keseluruhan.

Managing potential conflicts of interest is an important aspect of implementing Good Corporate Governance within ASDP. Provisions concerning conflicts of interest are set out in the Company's Code of Ethics, Code of Ethical Conduct, governance guidelines, ABMS, and other internal policies, which serve as references for the Board of Commissioners, the Board of Directors, and all Company personnel in carrying out their duties and responsibilities professionally, objectively, and with integrity.

In practice, the Board of Commissioners and the Board of Directors are prohibited from engaging in transactions that may give rise to conflicts of interest and are not permitted to derive personal gain from any of the Company's business activities, other than salaries, honoraria, and other benefits received in accordance with resolutions of the General Meeting of Shareholders (GMS). These provisions are implemented to ensure that every decision made consistently prioritizes the interests of the Company and its stakeholders as a whole.



Setiap anggota organ tata kelola wajib menghindari kondisi yang dapat memengaruhi objektivitas, independensi, atau profesionalisme dalam pelaksanaan tugas. Apabila terdapat potensi benturan kepentingan, pihak terkait wajib mengungkapkan kondisi tersebut sesuai dengan mekanisme yang berlaku agar Perseroan dapat melakukan penanganan secara tepat, transparan, dan akuntabel.

Sebagai bagian dari penguatan tata kelola tahun 2025, anggota Dewan Komisaris menyampaikan pernyataan terkait independensi dan bebas dari benturan kepentingan. Anggota Dewan Komisaris menyatakan tidak memiliki rangkap jabatan yang dapat menimbulkan benturan kepentingan, serta tidak memiliki hubungan keluarga dengan anggota Direksi maupun anggota Dewan Komisaris lainnya sesuai dengan ketentuan yang berlaku.

Melalui penerapan ketentuan tersebut, Perseroan berupaya menjaga independensi dalam proses pengambilan keputusan, memperkuat akuntabilitas organ tata kelola, serta meningkatkan kepercayaan pemegang saham dan pemangku kepentingan terhadap integritas pengelolaan kegiatan usaha.

DEWAN KOMISARIS BOARD OF COMMISSIONERS

Dewan Komisaris adalah organ yang bertugas dan bertanggung jawab secara kolektif untuk mengawasi serta memberikan arahan dan nasihat kepada Direksi. Tugas ini mencakup fungsi preventif, korektif, hingga pemberhentian sementara, serta memastikan penerapan prinsip-prinsip GCG di Perseroan. Dewan Komisaris tidak memiliki kewenangan untuk terlibat dalam pengambilan keputusan operasional sehari-hari, sehingga fungsi pengawasan dan fungsi pengurusan tetap terpisah secara jelas.

Dalam menjalankan peran, tugas, dan tanggung jawabnya, Dewan Komisaris didukung oleh organ pendukung sesuai ketentuan Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas. Pelaksanaan tugas Dewan Komisaris juga mengacu pada Anggaran Dasar Perseroan serta berpedoman pada Surat Keputusan Bersama Dewan Komisaris dan Direksi Nomor: SK.1007/HK.002/ASDP-2023 tentang Pedoman dan Tata Tertib Kerja Dewan Komisaris

Each member of the governance organs is required to avoid any circumstances that may affect objectivity, independence, or professionalism in carrying out their duties. In the event of a potential conflict of interest, the relevant party is required to disclose the situation in accordance with the applicable mechanism so that the Company can address it appropriately, transparently, and accountably.

As part of the governance strengthening efforts in 2025, members of the Board of Commissioners submitted statements regarding their independence and freedom from conflicts of interest. Members of the Board of Commissioners declared that they did not hold dual positions that could give rise to conflicts of interest and had no family relationships with members of the Board of Directors or fellow Commissioners, in line with applicable provisions.

Through the implementation of these provisions, the Company seeks to maintain independence in the decision-making process, strengthen the accountability of governance organs, and enhance shareholders' and stakeholders' trust in the integrity of the management of its business activities.

The Board of Commissioners is the organ collectively tasked and responsible for overseeing and providing direction and advice to the Board of Directors. Its duties include preventive and corrective functions, including temporary suspension, ensuring the GCG principles implementation within the Company. The Board of Commissioners has no authority to participate in daily operational decision-making, thereby maintaining a clear separation between the oversight and management functions.

In carrying out its roles, duties, and responsibilities, the Board of Commissioners is supported by Supporting Organs in accordance with the Law No. 40 of 2007 on Limited Liability Companies. The Board of Commissioners perform its duties in line with the Company's Articles of Association and is guided by the Joint Decision of the Boards of Commissioners and Directors No. SK.1007/HK.002/ASDP-2023 on the Guidelines and Work Procedures for the Boards

dan Direksi (Board Manual) PT ASDP Indonesia Ferry (Persero) tanggal 1 November 2024. Pedoman tersebut merupakan hasil kaji ulang dan pemutakhiran dari pedoman sebelumnya yang ditetapkan melalui Keputusan Bersama Direksi dan Dewan Komisaris SK.801/HK.002/ASDP-2020 tanggal 22 Juni 2020.

Masa jabatan anggota Dewan Komisaris adalah lima tahun dan dapat diperpanjang satu kali masa jabatan berikutnya sesuai ketentuan yang berlaku. Pemberhentian anggota Dewan Komisaris dapat dilakukan sewaktu-waktu melalui keputusan RUPS dengan menyebutkan alasannya. Sebagai bentuk komitmen terhadap independensi, setiap tahunnya Dewan Komisaris menandatangani Pakta Integritas sebagai pernyataan independensi dan bebas dari benturan kepentingan. Selain itu, Perseroan melakukan identifikasi terhadap hubungan keuangan maupun hubungan keluarga antara anggota Dewan Komisaris, Direksi, dan Pemegang Saham.

Sepanjang tahun buku 2025 sampai dengan laporan ini disusun, Perseroan tidak mengalami perubahan komposisi Dewan Komisaris. Susunan Dewan Komisaris ASDP periode 1 Januari 2025 sampai dengan 31 Desember 2025 terdiri dari enam orang, termasuk Komisaris Independen. Komposisi dan dasar pengangkatan Dewan Komisaris disajikan pada tabel berikut:

of Commissioners and Directors (Board Manual) of PT ASDP Indonesia Ferry (Persero), dated 1 November 2024. These guidelines are the result of a review and update of the previous guidelines established through the Joint Decision of the Boards of Directors and Commissioners No. SK.801/HK.002/ASDP-2020 dated 22 June 2020.

The term of office of members of the Board of Commissioners is five years and may be extended for one subsequent term in accordance with applicable provisions. Members of the Board of Commissioners may be dismissed at any time through a GMS resolution stating the reasons for such dismissal. As a form of commitment to independence, the Board of Commissioners signs an Integrity Pact annually as a declaration of independence and freedom from conflicts of interest. In addition, the Company identifies any financial or family relationships among members of the Board of Commissioners, the Board of Directors, and Shareholders.

In the 2025 financial year and up to the preparation of this report, the composition of the Company's Board of Commissioners did not change. ASDP's Board of Commissioners for the period of 1 January 2025 to 31 December 2025 comprised six members, including an Independent Commissioner. The composition and basis for the appointment of the Board of Commissioners are presented herein:

KOMPOSISI DEWAN KOMISARIS TAHUN 2025 COMPOSITION OF THE BOARD OF COMMISSIONERS IN 2025

Nama Name	Jabatan Position	Dasar Pengangkatan Appointment Basis	Tanggal Efektif Effective Date
Achmad Baidowi	Komisaris Utama merangkap Komisaris Independen President Commissioner concurrently as Independent Commissioner	Surat Keputusan Pemegang Saham No. SK-279/MBU/11/2024 tanggal 19 November 2024. Shareholders Decree No. SK-279/MBU/11/2024 dated 19 November 2024.	19 November 2024 - saat ini 19 November 2024 - present
Siti Ariani Muflikhah	Komisaris Independen Independent Commissioner	Surat Keputusan Pemegang Saham No. SK-279/MBU/11/2024 tanggal 19 November 2024. Shareholders Decree No. SK-279/MBU/11/2024 dated 19 November 2024.	19 November 2024 - saat ini 19 November 2024 - present
Taufik Rachman	Komisaris Commissioner	Surat Keputusan Pemegang Saham No. SK-279/MBU/11/2024 tanggal 19 November 2024. Shareholders Decree No. SK-279/MBU/11/2024 dated 19 November 2024.	19 November 2024 - saat ini 19 November 2024 - present
Joddy Hernady	Komisaris Commissioner	Surat Keputusan Pemegang Saham No. SK-279/MBU/11/2024 tanggal 19 November 2024. Shareholders Decree No. SK-279/MBU/11/2024 dated 19 November 2024.	19 November 2024 - saat ini 19 November 2024 - present



Nama Name	Jabatan Position	Dasar Pengangkatan Appointment Basis	Tanggal Efektif Effective Date
Susi Meyrista Tarigan	Komisaris Commissioner	Surat Keputusan Pemegang Saham No. SK-225/ MBU/10/2024 tanggal 17 Oktober 2024. Shareholders Decree No. SK-225/MBU/10/2024 dated 17 October 2024.	17 Oktober 2024 - saat ini 17 October 2024 - present
Elba Damhuri	Komisaris Commissioner	Surat Keputusan Pemegang Saham No. SK-279/ MBU/11/2024 tanggal 19 November 2024. Shareholders Decree No. SK-279/MBU/11/2024 dated 19 November 2024.	19 November 2024 - saat ini 19 November 2024 - present

ORGAN PENDUKUNG DEWAN KOMISARIS

Dewan Komisaris ASDP menjalankan fungsi pengawasan dengan dukungan tiga komite utama yang memiliki mandat khusus di bidang audit, nominasi dan remunerasi, serta manajemen risiko dan tata kelola terintegrasi. Peran ketiga komite ini tidak hanya mendukung penerapan prinsip GCG, tetapi juga memperkuat efektivitas pengawasan terhadap pengendalian internal, kesinambungan kepemimpinan, pengelolaan risiko, dan tata kelola Perseroan serta entitas anak.

Pedoman kerja Dewan Komisaris dan Direksi diatur dalam Board Manual yang memuat ketentuan terkait tata kelola, mekanisme kerja, hubungan antara Dewan Komisaris dan Direksi, serta pelaksanaan fungsi pengawasan. Pada tahun 2025, penguatan organ pendukung Dewan Komisaris juga tercermin dari perubahan susunan Komite Audit serta pelaksanaan fungsi Komite Pemantau Risiko dan Tata Kelola Terintegrasi yang mendukung pengawasan atas risiko, kepatuhan, dan tata kelola terintegrasi.

KOMITE AUDIT

Komite Audit merupakan organ pendukung Dewan Komisaris yang berperan dalam memastikan pengawasan berjalan efektif, khususnya terkait integritas laporan keuangan, kepatuhan terhadap regulasi, efektivitas sistem pengendalian internal, serta pelaksanaan audit internal dan eksternal. Sepanjang tahun 2025, Komite Audit telah melaksanakan perannya dalam menelaah laporan keuangan, berkoordinasi dengan auditor internal dan eksternal, serta memantau tindak lanjut atas temuan audit. Pelaksanaan fungsi tersebut memberikan dukungan kepada Dewan Komisaris dalam memperoleh keyakinan yang memadai atas kualitas pelaporan keuangan dan sistem pengendalian internal Perseroan.

Pada tahun 2025, terdapat perubahan susunan kepengurusan Komite Audit sehubungan dengan berakhirnya masa jabatan salah satu anggota komite.

SUPPORTING ORGANS OF THE BOARD OF COMMISSIONERS

ASDP's Board of Commissioners performs its oversight function with the support of three main committees with specific mandates in audit, nomination and remuneration, as well as risk management and integrated governance. The roles of the committees support the implementation of GCG principles, and also strengthen the effectiveness of oversight over internal control, leadership continuity, risk management, and the governance of the Company and its subsidiaries.

The work guidelines for the Board of Commissioners and Board of Directors are detailed in the Board Manual, outlining governance, work mechanisms, board relations, and oversight functions. In 2025, Board of Commissioners Supporting Organs were strengthened through Audit Committee composition updates and the active risk, compliance, and governance oversight performance by the Risk Monitoring and Integrated Governance Committee.

AUDIT COMMITTEE

The Audit Committee is a Supporting Organ of the Board of Commissioners that plays a role in ensuring the effectiveness of oversight, particularly with regard to the integrity of financial statements, regulatory compliance, the effectiveness of the internal control system, and the implementation of internal and external audits. Throughout 2025, the Audit Committee performed its role by reviewing financial statements, coordinating with internal and external auditors, and monitoring follow-up actions on audit findings. The performance of these functions supported the Board of Commissioners in obtaining reasonable assurance regarding the quality of the Company's financial reporting and internal control system.

In 2025, there was a change in the composition of the Audit Committee following the end of the term of office of one of its members.

Komite Nominasi dan Remunerasi

Komite Nominasi dan Remunerasi merupakan organ pendukung Dewan Komisaris yang berperan dalam memberikan rekomendasi terkait proses nominasi, evaluasi kinerja, pengembangan kepemimpinan, serta kebijakan remunerasi Dewan Komisaris dan Direksi. Sepanjang tahun 2025, Komite Nominasi dan Remunerasi telah menjalankan fungsinya dalam mendukung pengelolaan sumber daya manusia strategis, termasuk melalui rekomendasi yang berkaitan dengan struktur organisasi, proses nominasi, dan kebijakan remunerasi yang mempertimbangkan prinsip kewajaran, daya saing, dan kinerja.

Dalam konteks keberlanjutan usaha, peran Komite Nominasi dan Remunerasi mendukung kesinambungan kepemimpinan, penguatan kapabilitas organ tata kelola, serta keselarasan kebijakan remunerasi dengan kebutuhan strategis Perseroan.

Komite Pemantau Risiko dan Tata Kelola Terintegrasi

Komite Pemantau Risiko dan Tata Kelola Terintegrasi berperan mendukung Dewan Komisaris dalam memastikan penerapan manajemen risiko dan tata kelola terintegrasi di Perseroan dan entitas anak. Sepanjang tahun 2025, komite ini berperan aktif dalam memantau efektivitas penerapan manajemen risiko, mengevaluasi profil risiko dan efektivitas mitigasi, serta mendorong keselarasan tata kelola antara induk dan anak perusahaan.

Penguatan tata kelola terintegrasi pada tahun 2025 dilakukan antara lain melalui pelaksanaan rapat Komite Pemantau Risiko dan Tata Kelola Terintegrasi pada 6 Mei 2025 dengan agenda sosialisasi Pedoman Tata Kelola Terintegrasi PT ASDP Indonesia Ferry (Persero), serta rapat pada 17 Desember 2025 dengan agenda pembahasan evaluasi pelaksanaan strategi *parenting* dan proyeksi capaian kinerja anak perusahaan tahun 2026. Selain itu, pemantauan manajemen risiko terintegrasi juga dilaporkan kepada Dewan Komisaris melalui Komite Pemantau Risiko dengan melibatkan anak perusahaan secara berkala.

Nomination and Remuneration Committee

The Nomination and Remuneration Committee is a Board of Commissioners Supporting Organ providing recommendations related to nomination processes, performance evaluation, leadership development, and remuneration policies for the Boards of Commissioners and Directors. In 2025, the Nomination and Remuneration Committee performed its functions in supporting strategic human capital management, including by providing recommendations related to the organizational structure, nomination processes, and remuneration policies that take into account the principles of fairness, competitiveness, and performance.

In the context of business sustainability, the role of the Nomination and Remuneration Committee supports leadership continuity, the strengthening of the capabilities of governance organs, and the alignment of remuneration policies with the Company's strategic needs.

Risk Monitoring and Integrated Governance Committee

The Risk Monitoring and Integrated Governance Committee supports the Board of Commissioners in implementing integrated risk management and governance within the Company and its subsidiaries. In 2025, the committee actively monitoring the effectiveness of risk management implementation, evaluating risk profiles, mitigation measures effectiveness, and promoting governance alignment between the parent company and its subsidiaries.

The strengthening of integrated governance in 2025 are discussed in the 6 May 2025 meeting of the Risk Monitoring and Integrated Governance Committee with an agenda on the dissemination of PT ASDP Indonesia Ferry (Persero)'s Integrated Governance Guidelines, and the 17 December 2025 meeting to evaluate the parenting strategy implementation and the subsidiaries' projected achievements in 2026. Integrated risk management monitoring was also periodically reported to the Board of Commissioners through the Risk Monitoring Committee, with the involvement of the subsidiaries.



Dalam pelaksanaannya, komite turut mendukung pemberian arahan dan asistensi terkait penyusunan risiko terintegrasi anak perusahaan, pemantauan pemenuhan *roadmap* manajemen risiko anak perusahaan, serta pembahasan tindak lanjut penguatan tata kelola terintegrasi. Namun demikian, Perseroan masih mencatat adanya ruang perbaikan, antara lain kebutuhan penguatan sistem monitoring tata kelola yang lebih terintegrasi serta penyelarasan kapabilitas unit manajemen risiko dengan ketentuan dan petunjuk teknis terbaru.

The committee also supported the provision of direction and assistance in preparing integrated risks for subsidiaries, monitoring the fulfillment of the subsidiaries' risk management roadmaps, and discussing follow-up actions to strengthen integrated governance. Nevertheless, the Company identified areas for improvement, including the need to strengthen a more integrated governance monitoring system and align the capabilities of the risk management unit with the latest provisions and technical guidelines.

DEWAN DIREKSI BOARD OF DIRECTORS

Direksi merupakan organ Perseroan yang memegang tanggung jawab kolektif dalam pengurusan dan pengelolaan perusahaan. Setiap anggota Direksi memiliki kewenangan serta tanggung jawab sesuai dengan pembagian tugas masing-masing untuk kepentingan Perseroan, dengan tetap berlandaskan pada prinsip tata kelola perusahaan yang baik, Anggaran Dasar, serta ketentuan peraturan perundang-undangan yang berlaku.

The Board of Directors is a Company organ that bears collective responsibility for the administration and management of the Company. Each member of the Board of Directors has the authority and responsibilities assigned in accordance with their respective division of duties for the benefit of the Company, while adhering to the principles of good corporate governance, the Articles of Association, and applicable laws and regulations.

Direksi wajib menjalankan pengelolaan Perseroan dan mempertanggungjawabkannya kepada RUPS sesuai dengan ketentuan yang berlaku. Dalam pelaksanaannya, Direksi berperan dalam menyusun dan melaksanakan strategi, kebijakan, rencana kerja, anggaran, program operasional, serta inisiatif transformasi Perseroan. Direksi juga memastikan pengelolaan risiko, pengendalian internal, kepatuhan, serta aspek keberlanjutan terintegrasi dalam proses bisnis Perseroan.

The Board of Directors is required to manage the Company and be accountable to the GMS as per applicable provisions. In carrying out its duties, the Board of Directors plays a role in formulating and implementing the Company's strategies, policies, work plans, budgets, operational programs, and transformation initiatives. The Board of Directors also ensures that risk management, internal control, compliance, and sustainability aspects are integrated into the Company's business processes.

KOMPOSISI DIREKSI

Pada tahun 2025, terdapat perubahan susunan Direksi Perseroan yang mencakup pemberhentian, perubahan nomenklatur jabatan, dan pengangkatan anggota Direksi. Perubahan tersebut dilakukan untuk menyesuaikan struktur kepemimpinan dengan kebutuhan organisasi, memperkuat fungsi pengelolaan, serta mendukung pelaksanaan strategi Perseroan secara lebih efektif.

COMPOSITION OF THE BOARD OF DIRECTORS

In 2025, there were changes to the composition of the Company's Board of Directors, including the dismissal and appointment of members of the Board of Directors, as well as changes to position titles. These changes were made to align the leadership structure with organizational needs, strengthen management functions, and support more effective implementation of the Company's strategy.

Berdasarkan Akta No. 17 tanggal 21 November 2025 tentang Pernyataan Keputusan Kepala Badan Pengaturan BUMN dan Direktur Utama PT Danantara Asset Management selaku Para Pemegang Saham PT ASDP Indonesia Ferry (Persero), terdapat perubahan nomenklatur jabatan Direksi, yaitu jabatan Direktur Keuangan, Teknologi Informasi, dan Manajemen Risiko menjadi Direktur Keuangan, serta jabatan Direktur Teknik dan Fasilitas menjadi Direktur Teknik. Dalam keputusan tersebut, Perseroan juga memberhentikan dengan hormat Djunia Satriawan, Wahyu Wibowo, dan Kusnadi Chandra Wijaya, serta mengangkat Rudi Sunarko, Bunga Herlina Oktaviyanti, dan Nana Sutisna sebagai anggota Direksi.

Based on Deed No. 17 dated 21 November 2025 concerning the Statement of Resolutions of the Head of the SOEs Regulatory Agency and the President Director of PT Danantara Asset Management as the Shareholders of PT ASDP Indonesia Ferry (Persero), there were changes to the position titles of the Board of Directors, namely from Director of Finance, Information Technology, and Risk Management to Director of Finance, and from Director of Engineering and Facilities to Director of Engineering. Under the resolution, the Company also honorably dismissed Djunia Satriawan, Wahyu Wibowo, and Kusnadi Chandra Wijaya, and appointed Rudi Sunarko, Bunga Herlina Oktaviyanti, and Nana Sutisna as members of the Board of Directors.

KOMPOSISI DIREKSI TAHUN 2025 COMPOSITION OF THE BOARD OF DIRECTORS IN 2025

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment
Heru Widodo	Direktur Utama President Director	SK-278/MBU/11/2024. tentang Perubahan Nomenklatur Jabatan dan Pengangkatan Anggota Direksi Perseroan PT ASDP Indonesia Ferry SK-278/MBU/11/2024 concerning Changes to Position Titles and the Appointment of Members of the Board of Directors of PT ASDP Indonesia Ferry (Persero)
Yossianis Marciano	Wakil Direktur Utama Deputy President Director	SK-278/MBU/11/2024. tentang Perubahan Nomenklatur Jabatan dan Pengangkatan Anggota Direksi Perseroan PT ASDP Indonesia Ferry SK-278/MBU/11/2024 concerning Changes to Position Titles and the Appointment of Members of the Board of Directors of PT ASDP Indonesia Ferry (Persero)
Rio Theodore Natalianto Lasse	Direktur Operasi dan Transformasi Director of Operations and Transformation	SK-278/MBU/11/2024. tentang Perubahan Nomenklatur Jabatan dan Pengangkatan Anggota Direksi Perseroan PT ASDP Indonesia Ferry SK-278/MBU/11/2024 concerning Changes to Position Titles and the Appointment of Members of the Board of Directors of PT ASDP Indonesia Ferry (Persero)
Nana Sutisna	Direktur Teknik Director of Engineering	Keputusan Kepala Badan Pengaturan BUMN dan Direktur Utama PT Danantara Asset Management No. 29 Tahun 2025 dan No. SK.072/D1-DAM/DO/2025 tanggal 30 Oktober 2025, yang dituangkan dalam Akta No. 17 tanggal 21 November 2025 Resolution of the Head of the SOE Regulatory Agency and the President Director of PT Danantara Asset Management No. 29 of 2025 and No. SK.072/D1-DAM/DO/2025 dated 30 October 2025, as set forth in Deed No. 17 dated 21 November 2025
Rudi Sunarko	Direktur SDM dan Layanan Korporasi Director of Human Resources and Corporate Services	Keputusan Kepala Badan Pengaturan BUMN dan Direktur Utama PT Danantara Asset Management No. 29 Tahun 2025 dan No. SK.072/D1-DAM/DO/2025 tanggal 30 Oktober 2025, yang dituangkan dalam Akta No. 17 tanggal 21 November 2025 Resolution of the Head of the SOE Regulatory Agency and the President Director of PT Danantara Asset Management No. 29 of 2025 and No. SK.072/D1-DAM/DO/2025 dated 30 October 2025, as set forth in Deed No. 17 dated 21 November 2025
Bunga Herlina Oktaviyanti	Direktur Keuangan Director of Finance	Keputusan Kepala Badan Pengaturan BUMN dan Direktur Utama PT Danantara Asset Management No. 29 Tahun 2025 dan No. SK.072/D1-DAM/DO/2025 tanggal 30 Oktober 2025, yang dituangkan dalam Akta No. 17 tanggal 21 November 2025 Resolution of the Head of the SOE Regulatory Agency and the President Director of PT Danantara Asset Management No. 29 of 2025 and No. SK.072/D1-DAM/DO/2025 dated 30 October 2025, as set forth in Deed No. 17 dated 21 November 2025



RAPAT DIREKSI

Direksi melaksanakan rapat secara berkala sesuai ketentuan tata kelola perusahaan dan kebutuhan pengelolaan Perseroan. Rapat Direksi menjadi forum untuk membahas kinerja perusahaan, pelaksanaan strategi, isu operasional, pengelolaan risiko, program kerja, serta hal-hal strategis lainnya yang memerlukan keputusan atau arahan Direksi.

Selain rapat internal, Direksi juga berpartisipasi dalam rapat gabungan dengan Dewan Komisaris sebagai bentuk pelaporan atas pelaksanaan fungsi pengurusan Perseroan serta koordinasi pengawasan. Sepanjang tahun 2025, rapat gabungan Dewan Komisaris dan Direksi digunakan untuk membahas berbagai agenda strategis, antara lain kinerja Perseroan, tindak lanjut hasil rapat sebelumnya, RKAP, KPI, persiapan layanan angkutan, audit laporan keuangan, serta isu-isu strategis lainnya.

Tingkat kehadiran anggota Direksi dalam rapat internal, rapat gabungan dengan Dewan Komisaris, dan RUPS dilaporkan sebagai bagian dari akuntabilitas pelaksanaan tugas Direksi.

KETENTUAN MASA JABATAN DIREKSI

Masa jabatan anggota Direksi ditetapkan sesuai Anggaran Dasar, ketentuan peraturan perundang-undangan, dan keputusan pemegang saham. Anggota Direksi dapat diangkat untuk jangka waktu paling lama sampai dengan penutupan RUPS Tahunan kelima sejak tanggal pengangkatan, tanpa mengurangi hak RUPS untuk memberhentikan sewaktu-waktu sesuai ketentuan yang berlaku.

Jabatan anggota Direksi dapat berakhir apabila yang bersangkutan mengundurkan diri, tidak lagi memenuhi persyaratan, meninggal dunia, atau diberhentikan berdasarkan keputusan RUPS. Bagi anggota Direksi yang pada saat pengangkatan masih menjabat pada jabatan lain yang dilarang oleh peraturan perundang-undangan untuk dirangkap dengan jabatan Direksi BUMN, maka yang bersangkutan wajib mengundurkan diri atau diberhentikan dari jabatan tersebut sesuai ketentuan yang berlaku.

BOARD OF DIRECTORS MEETINGS

The Board of Directors holds meetings periodically in accordance with corporate governance provisions and the Company's management needs. The meetings discuss the Company's performance, strategy implementation, operational issues, risk management, work programs, and other strategic matters requiring decisions or direction from the Board of Directors.

In addition to internal meetings, the Board of Directors participated in joint meetings with the Board of Commissioners to report on the performance of the management functions and coordinating oversight activities. In 2025, joint meetings of the Board of Commissioners and the Board of Directors discussed various strategic agendas, including performance, follow-up actions on previous meeting resolutions, the WPB, KPI, preparations for transportation services, audits of the financial statements, and other strategic issues.

The attendance rate of members of the Board of Directors at internal meetings, joint meetings with the Board of Commissioners, and the GMS is reported as part of the accountability for the performance of the Board of Directors' duties.

BOARD OF DIRECTORS' TERM OF OFFICE

The term of office of the Board members is determined in accordance with the Articles of Association, applicable regulations, and shareholder resolutions. A Director may be appointed for a term ending no later than the close of the fifth Annual GMS following the date of appointment, without prejudice to the right of the GMS to dismiss them at any time as per applicable provisions.

The term of office of a member of the Board of Directors may end if the member resigns, no longer meets the applicable requirements, passes away, or is dismissed by a GMS resolution. A member of the Board of Directors who, at the time of appointment, still holds another position that is prohibited under applicable laws and regulations from being held concurrently with a position on the Board of Directors of an SOE is required to resign or be dismissed from such position in accordance with applicable provisions.

EVALUASI KINERJA DEWAN KOMISARIS DAN DIREKSI [GRI 2-18]

Evaluasi kinerja Dewan Komisaris dan Direksi dilakukan untuk menilai efektivitas pelaksanaan fungsi pengawasan dan pengelolaan Perseroan. Dewan Komisaris melakukan evaluasi atas efektivitas pengawasan melalui pelaksanaan tugas pengawasan, pemberian nasihat kepada Direksi, kehadiran dalam rapat, tindak lanjut rekomendasi, implementasi prinsip tata kelola perusahaan yang baik, serta pencapaian *Key Performance Indicators* (KPI) yang hasilnya dilaporkan kepada Pemegang Saham.

Selaras dengan hal tersebut, Dewan Komisaris juga menilai kinerja Direksi baik secara kolektif maupun individual berdasarkan laporan manajemen, realisasi KPI, realisasi Rencana Kerja dan Anggaran Perusahaan (RKAP), kinerja keuangan dan operasional, pelaksanaan strategi, pengelolaan risiko, pengendalian internal, serta penerapan tata kelola perusahaan. RUPS menilai kinerja Direksi melalui Laporan Keuangan, realisasi RKAP, Laporan Tahunan, pencapaian KPI, serta indikator lain yang ditetapkan oleh Pemegang Saham.

Pada tahun 2025, Dewan Komisaris melakukan pengawasan dan evaluasi secara berkala terhadap kinerja Direksi, baik dari aspek operasional, keuangan, maupun implementasi strategi. Evaluasi tersebut menjadi dasar dalam menilai efektivitas pengelolaan Perseroan serta memastikan bahwa kebijakan yang diambil telah sejalan dengan kepentingan jangka panjang Perseroan.

Pencapaian kinerja Direksi tahun 2025 juga tercermin dari pemantauan capaian KPI, termasuk KPI Direksi dalam rangka realisasi Penyertaan Modal Negara (PMN). Berdasarkan data yang tersedia, pencapaian KPI Direksi dalam rangka realisasi PMN 12 kapal pada tahun 2025 tercatat sebesar 108,10% dari target 100%. Capaian tersebut didukung oleh realisasi pemenuhan trip perintis, trip komersial, jumlah penumpang yang diangkut, penyerapan tenaga kerja lokal, serta penyerapan mitra UMKM.

Hasil evaluasi kinerja Dewan Komisaris dan Direksi dapat menjadi dasar dalam pertimbangan kompensasi, pengangkatan kembali, atau pemberhentian anggota Dewan Komisaris dan Direksi sesuai ketentuan yang berlaku.

PERFORMANCE EVALUATION OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS [GRI 2-18]

The performance evaluation of the Boards of Commissioners and Directors is conducted to assess the Company's oversight and management functions effectiveness. The Board of Commissioners evaluates its oversight effectiveness through the performance of its supervisory duties, the provision of advice to the Board of Directors, meeting attendance, follow-up on recommendations, implementation of GCG principles, and achievement of KPI, the results of which are reported to the Shareholders.

In line with this, the Board of Commissioners also assesses the performance of the Board of Directors, collectively and individually, based on management reports, KPI achievement, realization of the WPB, financial and operational performance, strategy implementation, risk management, internal control, and the implementation of corporate governance. The GMS assesses the performance of the Board of Directors through the Financial Statements, WPB realization, Annual Report, KPI achievement, and other indicators established by the Shareholders.

In 2025, the Board of Commissioners periodically monitored and evaluated the performance of the Board of Directors from operational, financial, and strategy implementation perspectives. The evaluation served as a basis for assessing the effectiveness of the Company's management and ensuring that the policies adopted were aligned with the Company's long-term interests.

The 2025 Board of Directors' performance achievements were reflected in KPI monitoring, including a KPI related to the deployment of State Equity Participation (PMN). Data shows that the Board of Directors' KPI performance on PMN deployment for 12 vessels in 2025 was recorded at 108.10% against the target of 100%. This outcome was driven by pioneer service trips, commercial trips, passengers volume, local employment, and the MSME partners engagement.

The evaluation of the Boards performance serves as a basis for considerations regarding compensation, reappointment, or dismissal of members of the Board of Commissioners and the Board of Directors in accordance with applicable provisions.



KEBIJAKAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI [GRI 2-19] [GRI 2-20]

Proses nominasi Direksi dan Dewan Komisaris dilaksanakan secara transparan dan akuntabel melalui penjangkaran, penilaian, serta penetapan calon sesuai dengan kriteria integritas, kompetensi, kepemimpinan, serta kepatuhan terhadap ketentuan hukum yang berlaku. Sebagai BUMN, proses pengangkatan dan pemberhentian anggota Direksi dan Dewan Komisaris dilakukan oleh Pemegang Saham sesuai ketentuan yang berlaku, dengan tetap memperhatikan prinsip uji kelayakan dan kepatutan atau *fit and proper test*. Mekanisme ini mendukung kesinambungan kepemimpinan serta penguatan tata kelola yang sehat dan berintegritas.

Dalam hal remunerasi, Perseroan menerapkan kebijakan remunerasi bagi Dewan Komisaris dan Direksi secara transparan dan akuntabel dengan mengacu pada ketentuan Anggaran Dasar, peraturan perundang-undangan yang berlaku, Peraturan Menteri BUMN No. PER-3/MBU/03/2023, serta rekomendasi dari Komite Nominasi dan Remunerasi. Penetapan remunerasi Dewan Komisaris dan Direksi dilakukan melalui keputusan RUPS dengan mempertimbangkan tugas, wewenang, tanggung jawab, kinerja Perseroan, serta penerapan prinsip tata kelola perusahaan yang baik.

Struktur remunerasi mencakup komponen remunerasi tetap dan variabel, antara lain gaji atau honorarium, tunjangan, fasilitas, asuransi, serta insentif berbasis kinerja sesuai dengan kebijakan yang berlaku di Perseroan. Dalam penetapan besaran remunerasi, Perseroan mempertimbangkan berbagai faktor, antara lain kinerja Perseroan secara keseluruhan, pencapaian target individu, tingkat tanggung jawab jabatan, kondisi industri, serta praktik remunerasi yang berlaku secara umum.

Perseroan juga berupaya memastikan bahwa kebijakan remunerasi yang diterapkan tetap selaras dengan prinsip kewajaran dan daya saing, dengan mempertimbangkan keseimbangan antara kepentingan manajemen dan pemangku kepentingan lainnya, termasuk karyawan. Informasi mengenai remunerasi Dewan Komisaris dan Direksi disampaikan melalui laporan tahunan sebagai bentuk transparansi kepada pemegang saham dan pemangku kepentingan. [GRI 2-21]

REMUNERATION POLICY FOR THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS [GRI 2-19] [GRI 2-20]

The nomination process for the Board members is conducted transparently and accountably through the sourcing, assessment, and determination of candidates based on the criteria of integrity, competence, leadership, and compliance with applicable laws and regulations. As an SOE, the appointment and dismissal of members of the Board of Directors and the Board of Commissioners are carried out by the Shareholders in accordance with applicable provisions, while taking into account the principles of the fit and proper test. This mechanism supports leadership continuity and the strengthening of sound governance with integrity.

For remuneration, the Company executes a transparent and accountable remuneration policy for the Boards of Commissioners and Directors, as per the Articles of Association, applicable laws and regulations, Minister of SOEs Regulation No. PER-3/MBU/03/2023, and recommendations from the Nomination and Remuneration Committee. The Boards remuneration is determined through a GMS resolution, taking into account their duties, authorities, and responsibilities, the Company's performance, and the implementation of good corporate governance principles.

The remuneration is structured into fixed and variable components, including salaries or honoraria, allowances, facilities, insurance, and performance-based incentives pursuant to the policies applicable within the Company. In determining remuneration value, various factors is considered, including the Company's overall performance, achievement of individual targets, the level of responsibility associated with each position, industry conditions, and generally applicable remuneration practices.

The Company also seeks to ensure that its remuneration policy is consistently aligned with the principles of fairness and competitiveness, while maintaining a balance between the interests of management and those of other stakeholders, including employees. Information on the remuneration of the Board of Commissioners and the Board of Directors is disclosed through the Annual Report as a form of transparency to shareholders and stakeholders. [GRI 2-21]

Saat ini, Perseroan belum menerapkan program kompensasi jangka panjang berbasis saham seperti *Management Stock Ownership Program* (MSOP) atau *Employee Stock Ownership Program* (ESOP), mengingat ASDP merupakan Badan Usaha Milik Negara. Namun, Perseroan terus mengevaluasi pengembangan skema remunerasi agar tetap selaras dengan kebutuhan bisnis, praktik tata kelola yang baik, serta pencapaian kinerja jangka panjang.

The Company currently does not implement share-based long-term compensation programs, such as the *Management Stock Ownership Program* (MSOP) or *Employee Stock Ownership Program* (ESOP), given ASDP's status as an SOE. Nevertheless, the Company continues to evaluate the development of its remuneration schemes to ensure their alignment with business needs, good governance practices, and long-term performance achievements.

MANAJEMEN RISIKO [OJK E.3] RISK MANAGEMENT [OJK E.3]

ASDP menyadari bahwa penerapan manajemen risiko yang terintegrasi merupakan bagian penting dalam mendukung tata kelola perusahaan yang baik sekaligus memperkuat keberlanjutan usaha di seluruh lini bisnis. Kompleksitas kegiatan usaha Perseroan di bidang jasa penyeberangan, kepelabuhanan, kawasan komersial, serta pengelolaan anak perusahaan menuntut adanya sistem manajemen risiko yang komprehensif, terstruktur, dan adaptif terhadap perubahan lingkungan bisnis, kebutuhan operasional, serta perkembangan regulasi.

ASDP recognizes that the implementation of integrated risk management is an important part of supporting good corporate governance while strengthening business sustainability across all business lines. The complexity of the Company's business activities in ferry services, port operations, commercial areas, and subsidiary management requires a comprehensive, structured, and adaptive risk management system that is responsive to changes in the business environment, operational needs, and regulatory developments.

Pengelolaan risiko ASDP dilaksanakan dengan mengacu pada SNI ISO 31000:2018 tentang Manajemen Risiko, Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN, Kebijakan Manajemen Risiko, Piagam Manajemen Risiko yang ditetapkan melalui SK.1044/HK.002/ASDP-2024, Pedoman Manajemen Risiko yang ditetapkan melalui SK.1041/HK.002/ASDP-2024 tanggal 15 November 2024, serta Prosedur Pengelolaan Risiko sebagai acuan teknis pelaksanaan di lingkungan Perseroan.

ASDP's risk management is implemented with reference to SNI ISO 31000:2018 on Risk Management, Minister of SOEs Regulation No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of SOEs, the Risk Management Policy, the Risk Management Charter stipulated through SK.1044/HK.002/ASDP-2024, the Risk Management Guidelines stipulated in SK.1041/HK.002/ASDP-2024 dated 15 November 2024, and the Risk Management Procedures as the technical reference for implementation within the Company.

Dalam implementasinya, pengelolaan risiko didukung oleh Sistem Manajemen Terpadu (SMT) ASDP sebagai bagian dari upaya penyelarasan proses bisnis, prosedur, dan manual proses bisnis di lingkungan Perseroan. Pada tahun 2025, penguatan penerapan manajemen risiko juga dilakukan melalui evaluasi penerapan manajemen risiko sampai dengan anak perusahaan, sosialisasi Kebijakan Manajemen Risiko Terintegrasi kepada unit kerja Kantor Pusat, Regional, Cabang, dan Anak Perusahaan, pemantauan bulanan pemenuhan roadmap manajemen risiko anak perusahaan, asistensi dan monitoring profil risiko utama, serta pelaporan manajemen risiko triwulanan secara terintegrasi.

In its implementation, risk management is supported by ASDP's Integrated Management System (IMS) as part of the efforts to align business processes, procedures, and business process manuals across the Company. In 2025, the implementation of risk management was further strengthened through evaluations extending to the subsidiaries, dissemination of the Integrated Risk Management Policy to work units at the Head Office, Regional Offices, Branch Offices, and Subsidiaries, monthly monitoring of the subsidiaries' risk management roadmap fulfillment, assistance and monitoring of key risk profiles, and integrated quarterly risk management reporting.



Pada tahun 2025, ASDP memperkuat pengelolaan risiko melalui pembentukan dan penguatan unit kerja Manajemen Risiko yang bertanggung jawab kepada direktur yang membidangi pengelolaan risiko. Unit kerja tersebut menjalankan fungsi identifikasi, pengukuran, pemantauan, pelaporan, dan evaluasi risiko secara terintegrasi, baik pada tingkat Perseroan, Unit Kerja, proyek strategis, maupun Anak Perusahaan. Sejalan dengan penguatan tata kelola terintegrasi, tanggung jawab kepatuhan terintegrasi juga ditetapkan pada Divisi Manajemen Risiko sebagai bagian dari penyesuaian struktur organisasi dan kebutuhan pengelolaan risiko Perseroan.

Sepanjang tahun 2025, program manajemen risiko difokuskan pada penguatan kualitas penerapan risiko, integrasi risiko Induk dan Anak Perusahaan, serta peningkatan kapabilitas pengendalian. Inisiatif yang dijalankan mencakup:

1. Evaluasi penerapan manajemen risiko Perseroan hingga anak perusahaan untuk meningkatkan kualitas penerapan manajemen risiko secara terintegrasi;
2. Sosialisasi Kebijakan Manajemen Risiko Terintegrasi kepada unit kerja Kantor Pusat, Regional, Cabang, dan Anak Perusahaan;
3. Pemantauan bulanan atas pemenuhan *roadmap* manajemen risiko Anak Perusahaan;
4. Prioritisasi Risiko Utama Tahun 2026, termasuk integrasi Risiko Utama Anak Perusahaan ke dalam risiko utama induk perusahaan;
5. Asistensi dan monitoring manajemen risiko untuk profil risiko utama, unit kerja, proyek strategis, dan anak perusahaan;
6. Pelaporan Manajemen Risiko Triwulanan secara terintegrasi berupa Laporan Pemantauan Risiko Utama secara konsolidasi dari anak perusahaan kepada induk perusahaan;
7. Pelaksanaan rapat koordinasi Komite Manajemen Risiko dan Komite Pemantau Risiko yang melibatkan anak perusahaan dalam proses pelaporan dan evaluasi profil risiko; dan
8. Pembudayaan risiko melalui pelatihan, *workshop*, forum diskusi, *sharing session*, serta peningkatan kompetensi bagi *risk owner*, *risk manager*, *risk officer*, dan fungsi terkait lainnya.

In 2025, ASDP strengthened its risk management through the establishment and enhancement of a Risk Management work unit that reports to the director responsible for risk management. The work unit performs integrated risk identification, measurement, monitoring, reporting, and evaluation functions at the Company, work unit, strategic project, and subsidiary levels. In line with the strengthening of integrated governance, responsibility for integrated compliance was also assigned to the Risk Management Division as part of the organizational structure adjustment and the Company's risk management requirements.

Throughout 2025, the risk management program focused on strengthening risk management implementation quality, integrating risks between the holding and its subsidiaries, and enhancing control capabilities. The initiatives covers:

1. Evaluating the implementation of risk management across the Company and its subsidiaries to improve the quality of integrated risk management implementation;
2. Disseminating the Integrated Risk Management Policy to work units at the Head Office, Regional Offices, Branch Offices, and Subsidiaries;
3. Conducting monthly monitoring of the fulfillment of the subsidiaries' risk management roadmaps;
4. Prioritizing the 2026 Key Risks, including integrating the subsidiaries' Key Risks into the parent company's key risks;
5. Providing risk management assistance and monitoring for key risk profiles, work units, strategic projects, and subsidiaries;
6. Preparing integrated Quarterly Risk Management Reports in the form of consolidated Key Risk Monitoring Reports submitted by the subsidiaries to the parent company;
7. Holding coordination meetings of the Risk Management Committee and Risk Monitoring Committee, involving subsidiaries in the reporting and evaluation of risk profiles; and
8. Cultivating a risk culture through training, workshops, discussion forums, sharing sessions, and competency development for risk owners, risk managers, risk officers, and other relevant functions.

Sebagai tindak lanjut atas hasil penilaian *Risk Maturity Index* (RMI), ASDP juga melaksanakan *roadmap* perbaikan manajemen risiko pada tahun 2025. Pemenuhan *roadmap* tersebut mencakup penguatan budaya dan kapabilitas risiko, penetapan *tone at the top*, dokumentasi *sharing session*, evaluasi budaya risiko, penilaian RMI anak perusahaan, pemantauan kompetensi organ pengelola risiko, penunjukan pimpinan khusus untuk setiap risiko utama, penyusunan ketentuan eskalasi isu risiko kepada Dewan Komisaris/Dewan Pengawas, serta penguatan integrasi risiko antara induk dan Anak Perusahaan.

Selain itu, Perseroan memperkuat model, data, teknologi, dan proses pengendalian risiko melalui pengembangan dan penyempurnaan aplikasi *Electronic Risk Management* (e-RM), pelaksanaan *internal control testing*, *stress testing*, *risk based business process*, serta implementasi *Business Continuity Management System* (BCMS). Penguatan BCMS dilakukan melalui simulasi pada Unit Kerja yang memiliki proses kritis, termasuk Kantor Pusat dan Cabang Utama, serta rencana peningkatan penerapan BCM melalui pra-sertifikasi ISO 22301 pada Kantor Pusat dan Cabang Merak.

Dalam mendukung pencegahan *fraud* dan korupsi, Divisi Manajemen Risiko berkoordinasi dengan Satuan Pengawas Intern, Divisi Sistem Manajemen Perusahaan, serta unit kerja terkait. Pengendalian risiko *fraud* diarahkan pada area yang memiliki eksposur risiko lebih tinggi, termasuk pengadaan barang dan jasa, pengelolaan sumber daya manusia, serta proses bisnis lainnya yang memerlukan pengendalian internal yang kuat. Pendekatan tersebut didukung melalui penerapan Sistem Manajemen Anti Penyuapan (SMAP), *Whistleblowing System*, internal audit, serta mekanisme evaluasi berkala dalam Rapat Tinjauan Manajemen. Selain itu, Perseroan memperkuat pengendalian gratifikasi melalui pembaruan kebijakan yang ditetapkan berdasarkan Keputusan Bersama Dewan Komisaris dan Direksi PT ASDP Indonesia Ferry (Persero) Nomor: SK.862/HK.002/ASDP-2025 tanggal 3 September 2025 tentang Pedoman Pengendalian Gratifikasi PT ASDP Indonesia Ferry (Persero). Pedoman ini menjadi acuan bagi insan Perseroan dalam mencegah penerimaan atau pemberian gratifikasi yang berpotensi menimbulkan benturan kepentingan, memengaruhi independensi pengambilan keputusan, atau mengarah pada praktik suap, korupsi, maupun pelanggaran etika.

As a follow-up to the results of the Risk Maturity Index (RMI) assessment, ASDP also implemented a risk management improvement roadmap in 2025. Fulfillment of the roadmap included strengthening risk culture and capabilities, establishing the tone at the top, documenting sharing sessions, evaluating risk culture, assessing the RMI of subsidiaries, monitoring the competencies of risk management organs, appointing a designated leader for each key risk, developing provisions for escalating risk issues to the Board of Commissioners/Supervisory Board, and strengthening risk integration between the parent company and its subsidiaries.

In addition, the Company strengthened its risk models, data, technology, and risk control processes through the development and enhancement of the Electronic Risk Management (e-RM) application, internal control testing, stress testing, risk-based business processes, and the implementation of the Business Continuity Management System (BCMS). The BCMS was strengthened through simulations at work units with critical processes, including the Head Office and Main Branches, as well as plans to enhance BCM implementation through ISO 22301 pre-certification at the Head Office and Merak Branch.

To support the prevention of fraud and corruption, the Risk Management Division coordinates with the Internal Audit Unit, the Corporate Management System Division, and other relevant work units. Fraud risk controls are directed toward areas with higher risk exposure, including the procurement of goods and services, human capital management, and other business processes that require strong internal controls. This approach is supported by the implementation of Anti-Bribery Management System (ABMS), a Whistleblowing System, internal audits, and periodic evaluation mechanisms during Management Review Meetings. In addition, the Company has strengthened its controls over gratuities through an updated policy established pursuant to the Joint Decision of the Boards of Commissioners and Directors of PT ASDP Indonesia Ferry (Persero) No. SK.862/HK.002/ASDP-2025 dated September 3, 2025, regarding the Guidelines for the Control of Gratuities at PT ASDP Indonesia Ferry (Persero). These guidelines serve as a reference for the Company's personnel in preventing the acceptance or giving of gratuities that could potentially create conflicts of interest, influence the independence of decision-making, or lead to bribery, corruption, or ethical violations.



PETA DAN PROFIL RISIKO PERUSAHAAN TAHUN 2025

Pada tahun 2025, ASDP mengidentifikasi sejumlah risiko utama yang berpotensi memengaruhi pencapaian sasaran strategis, kinerja operasional, layanan pelanggan, keselamatan, lingkungan, keuangan, serta hubungan dengan pemangku kepentingan. Profil risiko tersebut dikelola melalui rencana mitigasi yang disesuaikan dengan karakteristik masing-masing risiko.

2025 CORPORATE RISK MAP AND PROFILE

In 2025, ASDP identified a number of key risks that could potentially affect the achievement of strategic objectives, operational performance, customer service, safety, the environment, financial performance, and stakeholder relations. These risk profiles are managed through mitigation plans tailored to the characteristics of each risk.

Nama Risiko Risk	Mitigasi Mitigation
Terjadinya kerusakan kapal Vessel Damage	• Optimalisasi personil cabang untuk monitoring perawatan sesuai SOP/prosedur di PT jembatan nusantara; • Memaksimalkan fungsi pengawasan regional dalam perawatan dan pemeliharaan kapal ASDP; • Pemantauan dan evaluasi kondisi mesin armada melalui SIEMON dan PMS; • <i>Assessment</i> kondisi kapal PT JN dan ASDP; • Pemetaan kapal prioritas untuk peningkatan kondisi teknis dan pengawasan kinerja kapal; • Kerja sama dengan <i>sole agent</i> terkait alternatif suku cadang; rekondisi <i>spare part</i> kapal PT JN; • <i>Mapping</i> suku cadang kritis; pemenuhan persediaan suku cadang kritis armada ASDP; • Pelatihan kompetensi KKM dan masinis; • <i>Refreshment</i> kompetensi teknis dasar dan <i>hospitality</i> melalui <i>on board training</i>; • <i>Sharing knowledge</i>, supervisi, dan <i>troubleshooting</i> oleh <i>shorebase maintenance</i> kepada crew kapal; • <i>Assessment</i> awak kapal; • Evaluasi dan <i>coaching crew</i> kapal pada kapal yang mengalami insiden; • Pemenuhan standar minimum peralatan navigasi kapal; serta • Pelaksanaan program <i>ocean clean up day</i>.
Terjadinya kecelakaan armada (tenggelam, kebakaran, tubrukan, kandas) Fleet accidents, including sinking, fire, collision, and grounding.	• Optimizing branch personnel to monitor maintenance in accordance with SOPs/procedures at PT Jembatan Nusantara; • Maximizing the regional oversight function in the maintenance and upkeep of ASDP vessels; • Monitoring and evaluating fleet engine conditions through SIEMON and PMS; • Assessing the condition of PT JN and ASDP vessels; • Mapping priority vessels to improve their technical condition and strengthen vessel performance monitoring; • Cooperating with sole agents regarding alternative spare parts and reconditioning spare parts for PT JN vessels; • Mapping critical spare parts and ensuring the availability of critical spare parts for the ASDP fleet; • Providing competency training for CEs and marine engineers; • Refreshing basic technical and hospitality competencies through onboard training; • Conducting knowledge-sharing, supervision, and troubleshooting activities for vessel crews by shore-based maintenance personnel; • Vessel crew assessment; • Evaluating and coaching the crews of vessels involved in incidents; • Meeting the minimum standards for vessel navigation equipment; and • Implementing the Ocean Clean-Up Day program.
	• Implementasi internal audit ISM Code dengan memastikan kesiapan kru kapal dalam menghadapi keadaan darurat dan <i>update</i> informasi BMKG; • <i>Assessment</i>/uji petik saat <i>peak season</i> bersama <i>stakeholder</i> terkait; • Pelaksanaan posko <i>emergency response team</i> saat terjadi kecelakaan; • Klarifikasi/investigasi saat terjadi kecelakaan; • Pemenuhan standar minimum alat keselamatan di kapal; • Inspeksi berkala terhadap kondisi kapal termasuk perlengkapan navigasi dan komunikasi; • Pembinaan, penyegaran kompetensi teknis <i>crew</i> lanjutan, dan <i>sharing knowledge awareness safety</i>; • Pelatihan keadaan darurat sesuai jadwal;

Nama Risiko Risk	Mitigasi Mitigation
	- Evaluasi dan <i>coaching</i> terhadap crew kapal pada kapal yang mengalami insiden; - Pengembangan aplikasi sistem informasi manajemen keselamatan; - Pembuatan edaran terkait kelengkapan drawing dan <i>cargo securing manual</i> kepada PIC cabang ASDP; - Evaluasi keterjadian dan himbauan terkait material konstruksi dan kelistrikan ke cabang ASDP dan kapal PT JN; serta - Evaluasi kesesuaian dan keandalan fasilitas kapal sesuai standar fasilitas minimal.
	- Implementing ISM Code internal audits by ensuring vessel crew preparedness in responding to emergencies and updating BMKG information; - Conducting assessments/spot checks during peak seasons together with relevant stakeholders; - Establishing an emergency response team command post in the event of an accident; - Conducting clarification and investigations in the event of an accident; - Meeting the minimum standards for safety equipment on board vessels; - Conducting periodic inspections of vessel conditions, including navigation and communication equipment; - Providing coaching, refresher training on advanced technical competencies for vessel crews, and safety awareness knowledge-sharing sessions; - Conducting scheduled emergency response training; - Evaluating and coaching the crews of vessels involved in incidents; - Developing a safety management information system application; - Issuing a circular regarding the completeness of drawings and cargo securing manuals to PICs at ASDP Branch Offices; - Evaluating incidents and issuing advisories regarding construction and electrical materials to ASDP Branch Offices and PT JN vessel; and - Evaluating the conformity and reliability of vessel facilities in accordance with minimum facility standards.
Tidak berjalannya Komersialisasi Kawasan BHC sesuai dengan Perencanaan. Failure to commercialize the BHC Area as planned	- Peningkatan volume dan frekuensi pembuatan konten di media sosial; - Survei kepuasan pengunjung untuk evaluasi pengembangan atraksi/wahana kawasan wisata BHC; - Penambahan penanaman pohon di kawasan BHC; - Pengusulan penambahan tenaga <i>landscaping</i>; - Pengembangan sistem kawasan BHC melalui www.bhc.id; - Pengumpulan data dan dokumen pendukung sebagai dasar kajian penyesuaian tarif; - Pemenuhan <i>marketing tools</i>; - Permintaan <i>feedback</i> kepada mitra kerja sama, calon mitra kerja sama, calon investor, dan <i>stakeholder</i> atas konsep produk komersial serta skema kerja sama BHC; - Melanjutkan pembangunan infrastruktur dasar kawasan BHC, seperti air bersih, jalan akses/<i>flyover</i>, dan penampungan sampah; serta - Pemenuhan dokumen kerja sama ASDP dengan pihak terkait.
	- Increasing the volume and frequency of social media content production; - Conducting visitor satisfaction surveys to evaluate the development of attractions and recreational facilities in the BHC tourism area; - Planting additional trees in the BHC area; - Proposing the addition of landscaping personnel - Developing the BHC area system through www.bhc.id; - Collecting supporting data and documents as the basis for a tariff adjustment study; - Providing marketing tools; - Obtaining feedback from business partners, prospective business partners, prospective investors, and stakeholders regarding commercial product concepts and BHC cooperation schemes; - Continuing the development of basic infrastructure in the BHC area, including clean water facilities, access roads/<i>flyovers</i>, and waste storage facilities; and - Completing cooperation documents between ASDP and the relevant parties.



Nama Risiko Risk	Mitigasi Mitigation
Keterlambatan pelaksanaan penyelesaian docking. Delays in completing docking activities	- Evaluasi dan penilaian kualitas galangan; - Inisiasi program kerja untuk meningkatkan kepercayaan mitra galangan; penyesuaian draft kontrak pada prosedur TF-102; - Kemitraan kerja sama galangan; - Refreshment dan peningkatan kompetensi owner surveyor (OS);[A1.1][A1.2] - Pengusulan kebutuhan penambahan OS; - Peningkatan kompetensi OS dan/atau <i>sharing knowledge</i> bersama induk; - Pendampingan perencanaan docking dan penyusunan repair list dari induk; - Monitoring dan evaluasi pelaksanaan docking; - Implementasi parenting strategy penguatan alat produksi PT JN; serta dukungan, pendampingan, dan evaluasi terhadap PT JN dalam melakukan alternatif pendanaan. - Pendampingan penyusunan repair list; - Monitoring pelaksanaan docking; serta - Dukungan kepada PT jembatan nusantara dalam penguatan alat produksi dan alternatif pendanaan. - Evaluating and assessing shipyard quality; - Initiating work programs to enhance the confidence of shipyard partners and adjusting the draft contract under Procedure TF-102; - Establishing partnerships with shipyards; - Providing refresher training and enhancing the competencies of Owner Surveyors (OS); - Proposing the addition of OS personnel; - Enhancing OS competencies and/or conducting knowledge-sharing sessions with the parent company; - Providing assistance in docking planning and the preparation of repair lists by the parent company; - Monitoring and evaluating the implementation of docking activities; - Implementing a parenting strategy to strengthen PT JN's production equipment; and providing support, assistance, and evaluation to PT JN in exploring alternative funding sources; - Providing assistance in preparing repair lists; - Monitoring the implementation of docking activities; and - Supporting PT Jembatan Nusantara in strengthening its production equipment and exploring alternative funding sources.
Kapal kalah bersaing dengan kompetitor. Vessels losing competitiveness against competitors	- Monitoring dan evaluasi pelaporan kondisi kapal; - Service inspection terkait pelayanan pada kapal dan pelabuhan di cabang utama setiap triwulan; - Survei kepuasan pelanggan tahun berjalan di semua cabang; - monitoring tindak lanjut penanganan atas hasil survei kepuasan pelanggan tahun sebelumnya; - Penyesuaian fleet plan ASDP/relokasi tahun 2025; - Renovasi kapal sesuai kebutuhan; koordinasi dan komunikasi dengan stakeholder dalam proses pengaturan jadwal dan plotting kapal; - Perluasan skema korporasi pada lintasan potensial; - Peningkatan brand image kepada pengguna jasa melalui program mudik ramah anak dan mudik gratis; - Peningkatan pelayanan melalui program meals on board pada cabang potensial; - Perubahan pola operasional kapal dan penerapan skema pemasaran pada PT JN di lintasan LDF; - Integrasi fleet plan ASDP dan PT JN; serta - Penyesuaian tarif penyeberangan di layanan ekspres 2. - Monitoring and evaluating vessel condition reports; - Conducting quarterly service inspections of vessel and port services at Main Branch Offices; - Conducting current-year customer satisfaction surveys at all Branch Offices and monitoring follow-up actions on the results of the previous year's customer satisfaction survey; - Adjusting ASDP's 2025 fleet plan and vessel relocation;

Nama Risiko Risk	Mitigasi Mitigation
	• Renovating vessels as required and coordinating and communicating with stakeholders regarding vessel scheduling and deployment; • Expanding corporate schemes on potential routes; • Enhancing brand image among service users through child-friendly and free homecoming programs; • Improving services through the meals-on-board program at potential Branch Offices; • Adjusting vessel operating patterns and implementing marketing schemes for PT JN on LDF routes • Integrating the fleet plans of ASDP and PT JN; and • Adjusting ferry tariffs for the Express 2 service.
Ketidaksesuaian perhitungan subsidi angkutan penyeberangan perintis Discrepancies in subsidy calculations for pioneer ferry services	• Komunikasi dengan BPTD untuk memperoleh kepastian perencanaan/potensi <i>automatic adjustment</i> tahun 2025 agar perencanaan serapan subsidi lebih optimal; • Addendum kontrak perintis sesuai ketersediaan anggaran di kemenhub; • Analisis dan evaluasi skema subsidi dengan metode PSO atau metode alternatif lainnya; • Koordinasi dengan KBUMN, kemenhub, dan kemenkeu terkait langkah menuju PSO atau metode alternatif lainnya; • Koordinasi dengan divisi pembinaan dan pengawakan kapal untuk mengoptimalkan dan memperbanyak pegawai kontrak laut; • Koordinasi dengan <i>stakeholder</i> terkait perhitungan beban penyusutan pada formula subsidi; • Koordinasi dengan kemenhub untuk penyesuaian formula dan perhitungan subsidi angkutan penyeberangan perintis, termasuk <i>overhead</i>, depresiasi, premi layar, dan penggajian ABK sesuai ITWF; • Addendum untuk pergeseran trip jika terdapat stop operasi karena cuaca ekstrem atau kejadian <i>uncontrollable</i> lainnya; serta • Koordinasi dengan pemda terkait alternatif pelabuhan yang mengalami kerusakan/kendala. • Coordinating with BPTD to obtain certainty regarding the planning and potential automatic adjustment for 2025 to optimize subsidy absorption planning; • Preparing addenda to pioneer service contracts in accordance with the budget available at the Ministry of Transportation; • Analyzing and evaluating subsidy schemes using the PSO method or other alternative methods; • Coordinating with the Ministry of SOEs, Ministry of Transportation, and Ministry of Finance regarding steps toward implementing PSO or other alternative methods; • Coordinating with the Vessel Development and Supervision Division to optimize and increase the number of contract seafarers; • Coordinating with relevant stakeholders regarding the calculation of depreciation expenses in the subsidy formula; • Coordinating with the Ministry of Transportation to adjust the formula and calculation of subsidies for pioneer ferry services, including overhead, depreciation, sailing allowances, and vessel crew remuneration in accordance with ITWF • Preparing addendum to reschedule trips in the event of operational suspensions due to extreme weather or other circumstances beyond control; and • Coordinating with local governments regarding alternative ports where damage or operational constraints occur.



Nama Risiko Risk	Mitigasi Mitigation
Terjadinya cross default dari Anak perusahaan Cross-default arising from subsidiaries	- Rapat manajemen secara periodik dan peningkatan pengawasan atas kinerja anak perusahaan, baik operasional maupun keuangan, bersama divisi terkait pada induk perusahaan, terutama kondisi cash flow anak perusahaan; - Dukungan, pendampingan, dan evaluasi terhadap PT JN dalam melakukan alternatif pendanaan; serta inisiasi restrukturisasi pada PT JN. - Holding periodic management meetings and strengthening oversight of the subsidiaries' operational and financial performance, together with the relevant divisions at the parent company, particularly regarding the subsidiaries' cash flow conditions; and - Providing support, assistance, and evaluation to PT JN in pursuing alternative financing sources, as well as initiating restructuring at PT JN.
Aset properti belum dimanfaatkan secara menyeluruh Underutilization of property assets	- Kerja sama baru dengan tenant menggunakan tarif terbaru; - Implementasi skema sewa melalui pemberian <i>grace period</i> dan <i>revenue sharing</i> di area Sosoro mall, Anjungan Agung Mall, dan Plaza Marina; - Pengembangan sistem pada segmen lainnya; - Penyusunan program pemasaran untuk satu tahun kalender; - Analisis strategi <i>partnership</i> yang lebih menguntungkan bagi kedua belah pihak, seperti <i>franchise</i> dan <i>sharing profit</i>; <i>update marketing kit</i> seperti proposal atas jasa-jasa yang ditawarkan dalam segmen UAJK; - Pembangunan <i>sport center</i> dan gedung serba guna di cabang potensial; - Kerja sama dengan eksternal untuk menyediakan <i>vending machine</i> produk UMKM di sekitar pelabuhan; - Mendatangkan tenant yang diminati serta harga yang sesuai daya beli masyarakat berdasarkan preferensi pasar lokal; - Menawarkan peluang kolaborasi dengan brand nasional yang memiliki daya tarik tinggi dan sesuai karakteristik pasar lokal; - Membuat kampanye iklan di media sosial, Google ads, radio, <i>billboard</i>, serta promosi berbasis lokasi; dan - Membuat kalender event bulanan seperti <i>bazaar</i>, festival kuliner, atau pameran produk lokal di area Sosoro Mall, Anjungan Agung Mall, dan Plaza Marina. - Establishing new partnerships with tenants using the latest rates; - Implementing leasing schemes by providing grace periods and revenue-sharing arrangements at Sosoro Mall, Anjungan Agung Mall, and Plaza Marina; - Developing systems for other segments; - Preparing a marketing program for one calendar year; - Analyzing partnership strategies that provide greater benefits to both parties, such as franchise and profit-sharing schemes, and updating marketing kits, including proposals for services offered within the UAJK segment; - Developing sports centers and multipurpose buildings at potential Branch Offices; - Collaborating with external parties to provide vending machines featuring MSME products around ports; - Attracting preferred tenants and offering prices aligned with the purchasing power of local communities based on local market preferences; - Offering collaboration opportunities with national brands that have strong appeal and align with local market characteristics; - Conducting advertising campaigns through social media, Google Ads, radio, billboards, and location-based promotions; and - Preparing a monthly event calendar featuring activities such as bazaars, culinary festivals, or local product exhibitions at Sosoro Mall, Anjungan Agung Mall, and Plaza Marina.

Melalui pengelolaan risiko tersebut, ASDP berupaya memastikan bahwa setiap risiko utama dapat diidentifikasi, dipantau, dimitigasi, dan dievaluasi secara berkala. Pendekatan ini mendukung peningkatan ketahanan operasional, penguatan tata kelola, perlindungan terhadap pemangku kepentingan, serta pencapaian sasaran keberlanjutan Perseroan.

PEDOMAN ETIKA BISNIS DAN ANTI-KORUPSI

ASDP berkomitmen menerapkan Tata Kelola Perusahaan yang Baik secara konsisten melalui Pedoman Perilaku Etika (Code of Conduct) Perusahaan. Pedoman ini ditetapkan berdasarkan Surat Keputusan Bersama Direksi dan Dewan Komisaris Nomor SK.504/HK.002/ASDP-2024 tanggal 6 Juni 2024.

Pedoman Perilaku Etika menjadi acuan bagi seluruh insan Perseroan dalam menjalankan tugas, mengambil keputusan, berinteraksi dengan pemangku kepentingan, serta menjaga integritas dan profesionalisme di lingkungan kerja. Melalui pedoman ini, Perseroan mendorong penerapan perilaku kerja yang menjunjung transparansi, kepatuhan terhadap regulasi, tanggung jawab, dan etika bisnis dalam seluruh aktivitas operasional.

Untuk memastikan implementasi Kode Etik berjalan secara konsisten, Perseroan melakukan sosialisasi kepada karyawan melalui kegiatan internalisasi, forum diskusi, media digital, serta kanal komunikasi internal lainnya. Pemahaman terhadap Kode Etik juga menjadi bagian dari pengenalan nilai dan budaya perusahaan bagi karyawan baru, sehingga setiap insan ASDP diharapkan mampu memahami dan menerapkan standar perilaku yang berlaku sejak awal masa kerja.

ASDP secara tegas menolak segala bentuk praktik korupsi dan penyuapan. Komitmen tersebut diwujudkan melalui penerapan SMAP berbasis ISO 37001:2016 yang menjadi bagian dari budaya integritas Perseroan. Sepanjang tahun 2025, penguatan SMAP dilakukan melalui sosialisasi, survei pemahaman SMAP dan GCG, internal audit, serta *surveillance audit* ISO 37001:2016. Upaya ini bertujuan untuk memastikan bahwa prinsip anti-korupsi dan anti-penyuapan dipahami serta diterapkan oleh seluruh insan Perseroan dalam pelaksanaan tugas sehari-hari.

Through such risk management, ASDP seeks to ensure that each key risk is identified, monitored, mitigated, and evaluated periodically. This approach supports enhanced operational resilience, stronger governance, stakeholder protection, and the achievement of the Company's sustainability objectives.

BUSINESS ETHICS AND ANTI-CORRUPTION GUIDELINES

ASDP is committed to consistently implementing Good Corporate Governance through the Company's Code of Conduct. This Code of Conduct was established pursuant to Joint Decision of the Boards of Commissioners and Directors No. SK.504/HK.002/ASDP-2024 dated 6 June 2024.

The Code of Conduct serves as a guide for all Company employees in performing their duties, making decisions, interacting with stakeholders, and upholding integrity and professionalism in the workplace. The Company push forward the code to encourage work practices that uphold transparency, regulatory compliance, accountability, and business ethics in all operational activities.

To ensure the consistent implementation of the Code of Conduct, the Company conducts awareness-raising activities for employees through Immersion programs, discussion forums, digital media, and other internal communication channels. An understanding of the Code of Conduct also forms part of the introduction to the Company's values and culture for new employees, so that all ASDP personnel are expected to understand and apply the applicable standards of conduct from the beginning of their employment.

ASDP firmly rejects all forms of corruption and bribery. This commitment is demonstrated through the implementation of an ISO 37001:2016-based ABMS, which forms part of the Company's culture of integrity. Throughout 2025, the ABMS was strengthened through awareness-raising activities, surveys on the understanding of ABMS and GCG, internal audits, and an ISO 37001:2016 *surveillance audit*. These efforts were undertaken to ensure that anti-corruption and anti-bribery principles are understood and applied by all Company personnel in carrying out their day-to-day duties.



ASDP juga menekankan pentingnya menjaga kerahasiaan informasi sebagai bagian dari tanggung jawab profesional. Hal ini diwujudkan melalui pedoman etika dan sistem pengendalian internal untuk menjaga integritas, keamanan, dan kerahasiaan data perusahaan. Setiap karyawan memiliki kewajiban untuk tidak menyalahgunakan informasi yang diperoleh karena jabatan atau pekerjaan, baik untuk kepentingan pribadi maupun pihak lain.

Selain itu, ASDP melarang praktik ilegal seperti pencucian uang dan *insider trading*. Meskipun bukan merupakan perusahaan publik, Perseroan tetap menerapkan prinsip kehati-hatian dalam pengelolaan informasi dan transaksi yang berpotensi menimbulkan penyalahgunaan informasi. Perseroan juga menerapkan kebijakan terkait Laporan Harta Kekayaan Penyelenggara Negara sebagai bagian dari penguatan transparansi dan akuntabilitas bagi pejabat yang termasuk dalam kategori wajib lapor.

Sebagai bagian dari penguatan budaya integritas, ASDP menyediakan mekanisme pelaporan melalui *Whistleblowing System* yang dapat dimanfaatkan oleh karyawan maupun pemangku kepentingan lainnya untuk menyampaikan laporan terkait dugaan pelanggaran etika, kecurangan, korupsi, penyuapan, konflik kepentingan, maupun pelanggaran ketentuan lainnya. Mekanisme ini mendukung pengawasan internal dan memastikan setiap laporan dapat ditindaklanjuti sesuai prosedur yang berlaku.

WHISTLEBLOWING SYSTEM (WBS) [GRI 2-16]

Penyediaan mekanisme pelaporan dugaan pelanggaran merupakan salah satu sarana ASDP dalam menjaga integritas, transparansi, akuntabilitas, serta kepatuhan terhadap Kode Etik, Pedoman Perilaku Etika, prinsip Tata Kelola Perusahaan yang Baik, dan ketentuan peraturan perundang-undangan yang berlaku. Pada tahun 2025, Perseroan memperbarui ketentuan terkait *Whistleblowing System* (WBS) melalui Surat Keputusan Bersama Dewan Komisaris dan Direksi PT ASDP Indonesia Ferry (Persero) No. SK.573/HK.002/ASDP-2025 tanggal 24 Juni 2025 tentang Perubahan atas SK.152/HK.002/ASDP-2021 tentang Sistem Pelaporan Dugaan Pelanggaran (*Whistleblowing System*) PT ASDP Indonesia Ferry (Persero).

ASDP also emphasizes the importance of maintaining information confidentiality as part of professional responsibility. This commitment is implemented through ethical guidelines and internal control systems designed to safeguard the integrity, security, and confidentiality of Company data. Every employee is required not to misuse information obtained through their position or employment, whether for personal gain or for the benefit of other parties.

In addition, ASDP prohibits illegal practices such as money laundering and insider trading. Although the Company is not a public company, it continues to apply the principle of prudence in managing information and transactions that may give rise to the misuse of information. The Company also implements a policy concerning State Officials' Wealth Reports as part of its efforts to strengthen transparency and accountability among officials who are subject to mandatory reporting requirements.

As part of strengthening its culture of integrity, ASDP provides a reporting mechanism through the *Whistleblowing System*, which may be used by employees and other stakeholders to report suspected ethical violations, fraud, corruption, bribery, conflicts of interest, or other violations of applicable provisions. This mechanism supports internal oversight and ensures that every report can be followed up in accordance with applicable procedures.

WHISTLEBLOWING SYSTEM (WBS) [GRI 2-16]

The provision of a mechanism for reporting suspected violations is one of ASDP's means of maintaining integrity, transparency, accountability, and compliance with the Code of Ethics, Code of Ethical Conduct, Good Corporate Governance principles, and applicable laws and regulations. In 2025, the Company updated the provisions related to the *Whistleblowing System* (WBS) through Joint Decree of the Board of Commissioners and the Board of Directors of PT ASDP Indonesia Ferry (Persero) No. SK.573/HK.002/ASDP-2025 dated 24 June 2025, regarding Amendments to SK.152/HK.002/ASDP-2021 on the *Whistleblowing System* of PT ASDP Indonesia Ferry (Persero).

WBS merupakan sarana pelaporan bagi pemangku kepentingan internal maupun eksternal untuk menyampaikan dugaan pelanggaran yang dilakukan oleh insan Perseroan, Dewan Komisaris, Direksi, organ pendukung, anak perusahaan, maupun pihak lain yang terkait dengan kegiatan usaha ASDP. Laporan yang disampaikan harus didukung oleh bukti yang dapat dipertanggungjawabkan dan diajukan dengan itikad baik. Sistem ini juga mendukung implementasi SMAP ISO 37001:2016 serta mendorong terciptanya lingkungan kerja yang aman, transparan, bersih, bertanggung jawab, dan berintegritas. [GRI 2-25] [GRI 2-26]

Pedoman WBS ASDP bertujuan untuk menyediakan mekanisme pelaporan yang transparan, efektif, dan dapat dipercaya; mencegah serta meminimalkan potensi pelanggaran; meningkatkan kepercayaan pemangku kepentingan; melindungi pelapor dari tindakan balasan; serta memastikan setiap dugaan pelanggaran dapat ditangani secara objektif dan sesuai prosedur. Ruang lingkup pedoman ini mencakup penerimaan laporan, penilaian atau identifikasi laporan, penanganan laporan, hingga penyelesaian laporan dugaan pelanggaran.

Laporan dugaan pelanggaran dapat disampaikan melalui sarana pelaporan yang ditetapkan dalam Pedoman Sistem Pelaporan Dugaan Pelanggaran Perseroan. Untuk laporan dugaan pelanggaran yang diduga dilakukan oleh karyawan, termasuk karyawan yang ditugaskan sebagai Sekretariat WBS I dan Tim Pengelola WBS I, laporan ditujukan kepada Direktur SDM dan Layanan Korporasi u.p. Sekretariat WBS I.

Laporan tersebut dapat disampaikan melalui *email* resmi berikut:

1. pelaporan.wbs.karyawan@indonesiaferry.co.id;
2. pelaporan.wbs.karyawan@asdp.id.

Setiap laporan yang diterima akan diproses sesuai mekanisme WBS, dengan memperhatikan kelengkapan informasi, bukti pendukung, kerahasiaan identitas pelapor, serta perlindungan bagi pelapor yang menyampaikan laporan dengan itikad baik.

The WBS serves as a reporting channel for internal and external stakeholders to report suspected violations committed by Company personnel, the Board of Commissioners, the Board of Directors, Supporting Organs, subsidiaries, or other parties associated with ASDP's business activities. Reports submitted must be supported by accountable evidence and made in good faith. This system also supports the implementation of the ISO 37001:2016 ABMS and promotes the creation of a safe, transparent, clean, responsible, and integrity-driven work environment. [GRI 2-25] [GRI 2-26]

The ASDP WBS Guidelines aim to provide a transparent, effective, and reliable reporting mechanism; prevent and minimize potential violations; enhance stakeholder trust; protect whistleblowers from retaliation; and ensure that every suspected violation is handled objectively and in accordance with applicable procedures. The scope of these guidelines covers the receipt of reports, the assessment or identification of reports, the handling of reports, and the resolution of suspected violation reports.

Reports of suspected violations may be submitted through the reporting channels stipulated in the Company's Guidelines on the Suspected Violation Reporting System. For reports concerning suspected violations allegedly committed by employees, including employees assigned to WBS Secretariat I and WBS Management Team I, the report shall be addressed to the Director of Human Resources and Corporate Services, Attn. WBS Secretariat I.

Reports may be submitted through the following official email addresses:

1. pelaporan.wbs.karyawan@indonesiaferry.co.id
2. pelaporan.wbs.karyawan@asdp.id

Each report received will be processed in accordance with the WBS mechanism, taking into account the completeness of the information, supporting evidence, the confidentiality of the whistleblower's identity, and protection for whistleblowers who submit reports in good faith.



JENIS PELANGGARAN YANG DAPAT DILAPORKAN

Berdasarkan Pedoman WBS Perseroan, dugaan pelanggaran yang dapat dilaporkan melalui WBS terdiri atas indikasi fraud dan non-fraud. Indikasi *fraud* mencakup antara lain:

1. **Korupsi, kolusi, dan nepotisme (KKN)** yang mengakibatkan kerugian bagi Perseroan maupun pihak lain;
2. **Pemalsuan dan penyebarluasan catatan, dokumen, informasi, atau tanda tangan palsu** yang berdampak pada nama baik Perseroan;
3. **Pembocoran data, informasi, dan rahasia perusahaan** kepada pihak ketiga atau media sosial yang berpotensi merusak nama baik Perseroan;
4. **Penyebarluasan atau pemusnahan data, catatan, dan dokumen Perseroan tanpa izin atau tanpa persetujuan pejabat yang berwenang;**
5. **Penipuan, pencurian, atau penggelapan aset atau surat berharga Perseroan**, termasuk tindakan memiliki, menjual, membeli, menggadaikan, menyewa, atau menjaminkan dokumen secara tidak sah;
6. **Perusakan atau penelantaran aset Perseroan secara sengaja** sehingga menimbulkan kerugian;
7. **Gratifikasi**, yaitu penerimaan atau pemberian dalam bentuk uang, barang, rabat, komisi, pinjaman tanpa bunga, tiket perjalanan, fasilitas penginapan, perjalanan wisata, pengobatan cuma-cuma, atau fasilitas lainnya yang berkaitan dengan jabatan atau pekerjaan;
8. **Pungutan tidak sah dan pemerasan** dalam bentuk apa pun dalam pelaksanaan tugas untuk kepentingan pribadi, keluarga, atau pihak lain;
9. **Suap atau penyuapan**, termasuk dugaan penyuapan atau pelanggaran terhadap kebijakan anti penyuapan dan Sistem Manajemen Anti Penyuapan tanpa adanya partisipasi; dan
10. **Benturan kepentingan**, yaitu penyalahgunaan jabatan, kewenangan, atau fasilitas Perseroan, termasuk yang melibatkan atasan, rekan kerja, bawahan, atau pihak lain, baik di dalam maupun di luar lingkungan kerja, untuk kepentingan pribadi, golongan, atau pihak lain yang secara langsung atau tidak langsung merugikan Perseroan.

Sementara itu, indikasi *non-fraud* mencakup pelanggaran etika atau perbuatan asusila, perilaku yang melanggar ketentuan peraturan perundang-undangan, kebijakan atau prosedur Perseroan, serta tindakan yang dilarang dalam Peraturan Disiplin Karyawan.

TYPES OF REPORTABLE VIOLATIONS

Based on the Company's WBS Guidelines, suspected violations that may be reported through the WBS are categorized as indications of fraud and non-fraud. Indications of fraud include:

1. **Corruption, collusion, and nepotism** that result in losses to the Company or other parties;
2. **Forgery and dissemination of falsified records, documents, information, or signatures** that adversely affect the Company's reputation;
3. **Disclosure of Company data, information, and confidential** information to third parties or through social media that may damage the Company's reputation;
4. **Dissemination or destruction of the Company's data, records, and documents without authorization** or approval from the authorized official;
5. **Fraud, theft, or embezzlement of the Company's assets or securities**, including unlawfully possessing, selling, purchasing, pledging, leasing, or using documents as collateral;
6. **Deliberate damage to or neglect of the Company's assets** resulting in losses;
7. **Gratification**, namely the receipt or provision of money, goods, rebates, commissions, interest-free loans, travel tickets, accommodation facilities, leisure travel, free medical treatment, or other facilities related to a position or employment;
8. **Illegal levies and extortion** in any form in the performance of duties for the benefit of oneself, family members, or other parties;
9. **Bribery**, including suspected bribery or violations of the anti-bribery policy and the Anti-Bribery Management System without participation; and
10. **Conflicts of interest**, namely the misuse of a position, authority, or Company facilities, including those involving superiors, colleagues, subordinates, or other parties, whether within or outside the workplace, for personal interests, group interests, or the interests of other parties that directly or indirectly cause losses to the Company.

Meanwhile, indications of non-fraud include ethical violations or immoral conduct, behaviour that violates applicable laws and regulations, the Company's policies or procedures, and actions prohibited under the Employee Disciplinary Regulations

MEKANISME PENANGANAN

Setiap laporan dugaan pelanggaran yang diterima melalui WBS diproses sesuai mekanisme yang diatur dalam Pedoman Sistem Pelaporan Dugaan Pelanggaran. Tahapan penanganan laporan mencakup penerimaan laporan, registrasi, klasifikasi, administrasi, validasi awal, penelaahan, serta penerusan laporan kepada Tim Pengelola WBS apabila laporan memenuhi persyaratan untuk ditindaklanjuti.

Dalam struktur pengelolaan WBS, ASDP membentuk Sekretariat WBS I dan Sekretariat WBS II. Sekretariat WBS I terdiri dari unsur Manajer dan staf yang membidangi Good Corporate Governance (GCG) serta Manajer Hubungan Industrial. Sementara itu, Sekretariat WBS II terdiri dari unsur anggota Komite Pemantau Risiko yang tidak merangkap sebagai Dewan Komisaris.

Sekretariat WBS I dan Sekretariat WBS II memiliki tugas umum untuk melakukan administrasi, validasi data pelapor, serta analisis laporan dugaan pelanggaran yang masuk. Apabila laporan belum memenuhi persyaratan untuk ditindaklanjuti, Sekretariat WBS menyampaikan informasi kepada pelapor sesuai ketentuan yang berlaku. Secara teknis, Sekretariat WBS bertugas menerima, meregistrasi, mengklasifikasi, dan mengadministrasikan laporan dugaan pelanggaran yang masuk melalui sarana pelaporan WBS.

Laporan yang telah memenuhi kriteria diteruskan kepada Tim Pengelola WBS sesuai kewenangannya. Tim Pengelola WBS I menangani laporan dugaan pelanggaran yang terduga pelakunya adalah karyawan ASDP pada level BOD-I ke bawah. Komposisi Tim Pengelola WBS I terdiri dari Direktur Utama sebagai Penanggung Jawab, Direktur SDM dan Layanan Korporasi sebagai Ketua, serta Vice President Pengelolaan Sumber Daya Manusia, Vice President Sistem Manajemen Perusahaan, dan Vice President Manajemen Risiko sebagai anggota.

Sementara itu, laporan tertentu yang berkaitan dengan organ pendukung Dewan Komisaris Perseroan, Dewan Komisaris Anak Perusahaan, Direksi Anak Perusahaan, termasuk pihak yang ditugaskan sebagai Sekretariat WBS II dan Tim Pengelola WBS II, diteruskan kepada Tim Pengelola WBS II sesuai ketentuan dalam Pedoman WBS.

HANDLING MECHANISM

Each suspected violation report received through the WBS is processed in accordance with the mechanism stipulated in the Guidelines on the Suspected Violation Reporting System. The stages of report handling include report receipt, registration, classification, administration, initial validation or review, and referral of the report to the WBS Management Team if it meets the requirements for further follow-up.

Under the WBS management structure, ASDP has established WBS Secretariat I and WBS Secretariat II. WBS Secretariat I consists of managers and staff responsible for Good Corporate Governance (GCG), as well as the Industrial Relations Manager. Meanwhile, WBS Secretariat II comprises members of the Risk Monitoring Committee who do not concurrently serve as members of the Board of Commissioners.

WBS Secretariat I and WBS Secretariat II are responsible for administering reports, validating whistleblower data, and analyzing incoming suspected violation reports. Where a report does not meet the requirements for further follow-up, the WBS Secretariat provides information to the whistleblower in accordance with applicable provisions. From a technical perspective, the WBS Secretariat is responsible for receiving, registering, classifying, and administering suspected violation reports submitted through the WBS reporting channels.

Reports that meet the applicable criteria are forwarded to the relevant WBS Management Team in accordance with its authority. WBS Management Team I handles suspected violation reports where the alleged perpetrator is an ASDP employee at BOD-I level or below. WBS Management Team I comprises the President Director as the Person in Charge, the Director of HC and Corporate Services as Chair, and the Vice President of HC Management, Vice President of Corporate Management System, and Vice President of Risk Management as members.

Meanwhile, certain reports concerning the Company's Board of Commissioners Supporting Organs, the Boards of Commissioners and Directors of subsidiaries, including parties assigned to WBS Secretariat II and WBS Management Team II, are forwarded to WBS Management Team II in accordance with the WBS Guidelines provisions.



Dalam proses penanganan laporan, Perseroan menjaga kerahasiaan identitas pelapor serta memberikan perlindungan kepada pelapor yang menyampaikan laporan dengan itikad baik. Perlindungan tersebut mencakup perlindungan dari tindakan balasan, tekanan, ancaman, atau tindakan lain yang dapat merugikan pelapor. Perseroan juga mengatur adanya mekanisme apresiasi bagi pelapor apabila laporan yang disampaikan terbukti memberikan manfaat bagi Perseroan.

SOSIALISASI

ASDP melakukan publikasi dan sosialisasi WBS kepada seluruh insan Perseroan serta pemangku kepentingan lainnya untuk memberikan pemahaman atas kebijakan dan mekanisme WBS. Sosialisasi dilakukan agar seluruh insan Perseroan serta pemangku kepentingan lainnya memahami tujuan WBS, jenis pelanggaran yang dapat dilaporkan, sarana pelaporan, perlindungan bagi pelapor, serta tahapan penanganan dan tindak lanjut laporan.

Publikasi dan sosialisasi WBS dapat dilakukan melalui berbagai media dan forum, antara lain:

1. Mencetak dan mendistribusikan dokumen kebijakan WBS;
2. Website Perseroan;
3. Forum internal karyawan;
4. Media cetak, seperti banner dan spanduk;
5. Laporan Tahunan; dan
6. Media lainnya.

Pada tahun 2025, penguatan budaya integritas juga didukung melalui kegiatan terkait GCG dan SMAP, antara lain sosialisasi anti-korupsi, penguatan komunikasi dan kampanye pedoman GCG, sosialisasi serta survei pemahaman SMAP dan GCG, serta pelaksanaan audit internal maupun audit pengawasan ISO 37001:2016. Upaya ini memperkuat keterkaitan antara WBS, pencegahan korupsi, pengendalian gratifikasi, penerapan anti-penyuapan, dan penguatan perilaku etis di lingkungan Perseroan.

Bagi karyawan baru, pengenalan terhadap WBS menjadi bagian dari proses orientasi dan internalisasi nilai perusahaan. Perseroan juga dapat mencantumkan informasi saluran pelaporan WBS dalam dokumen kerja sama dengan pihak ketiga, sehingga mitra kerja, pemasok, maupun pihak eksternal lainnya memiliki akses untuk menyampaikan laporan apabila menemukan dugaan pelanggaran yang berkaitan dengan kegiatan usaha ASDP. [GRI 2-24]

In handling reports, the Company maintains the confidentiality of whistleblowers' identities and provides protection to whistleblowers who submit reports in good faith. Such protection includes protection from retaliation, pressure, threats, or other actions that may cause harm to the whistleblower. The Company also provides a recognition mechanism for whistleblowers where the reports submitted are proven to provide benefits to the Company.

DISSEMINATION

ASDP publishes information on and disseminates the WBS to all Company personnel and other stakeholders to provide an understanding of WBS policies and mechanisms. These activities was conducted to ensure that all Company employees and other stakeholders understand the WBS objective, the types of reportable violations, reporting channels, whistleblower protection, and the stages of report handling and follow-up.

WBS publication and dissemination is carried out through various media and forums, including:

1. Print and distribute WBS policy documents;
2. The Company's website;
3. Internal employee forums;
4. Print media, such as banners and signage;
5. The Annual Report; and
6. Other media.

In 2025, the corporate integrity culture was strengthened through GCG and ABMS initiatives, encompassing anti-corruption socialization, enhanced communication and campaigns on GCG Guideline, ABMS and GCG surveys, internal audits, and ISO 37001:2016 surveillance audits. These efforts reinforced the alignment between the WBS, corruption prevention, gratification control, anti-bribery measures, and ethical conduct promotion within the Company.

For new employees, an introduction to the WBS forms part of the orientation and internalization process for the Company's values. The Company also includes information on WBS reporting channels in cooperation documents with third parties, thereby providing business partners, suppliers, and other external parties with access to submit reports upon identifying suspected violations related to ASDP's business activities. [GRI 2-24]

LAPORAN DAN EVALUASI PELAKSANAAN WBS

Tim Pengelola WBS dibantu oleh Sekretariat WBS menyusun laporan pelaksanaan WBS secara berkala paling sedikit setiap 3 bulan sekali. Laporan tersebut paling sedikit memuat informasi mengenai pelaksanaan kebijakan WBS, meliputi:

- Jumlah pengaduan yang masuk untuk masing-masing kategori pengaduan berdasarkan saluran yang digunakan oleh pelapor;
- Jenis pelanggaran yang diadukan serta status tindak lanjut masing-masing pengaduan;
- Laporan yang telah selesai ditindaklanjuti;
- Laporan yang masih dalam proses;
- Sosialisasi kepada karyawan, vendor, dan pelanggan; serta
- Kesesuaian antara Pedoman WBS dengan implementasinya.

Laporan pelaksanaan WBS disampaikan kepada Direksi dan ditembuskan kepada Dewan Komisaris sebagai bahan evaluasi atas pelaksanaan kebijakan WBS di lingkungan Perseroan. Direksi dan Dewan Komisaris melakukan evaluasi atas pelaksanaan kebijakan WBS secara berkala sesuai kebutuhan dan perkembangan yang terjadi, dalam rangka meningkatkan efektivitas pelaksanaan WBS.

KEPATUHAN TERHADAP HUKUM

Pada tahun 2025, Perseroan, anggota Dewan Komisaris, dan/atau Direksi Perseroan tidak terlibat dalam sengketa hukum di pengadilan yang bersifat material bagi Perseroan. Informasi ini menjadi bagian dari pengungkapan kepatuhan ASDP terhadap ketentuan peraturan perundang-undangan serta komitmen Perseroan dalam menjalankan kegiatan usaha secara bertanggung jawab. [GRI 2-27]

REPORTING AND EVALUATION OF WBS IMPLEMENTATION

The WBS Management Team, assisted by the WBS Secretariat, prepares periodic reports on WBS implementation at least once every three months. At a minimum, these reports contain information on the implementation of the WBS policy, including:

- The number of reports received for each reporting category, based on the channels used by whistleblowers;
- The types of violations reported and the follow-up status of each report;
- Reports on completed follow-ups;
- Reports that remain under review;
- Dissemination activities for employees, vendors, and customers; and
- Alignment between the WBS Guidelines and their implementation.

Reports on WBS implementation are submitted to the Board of Directors, with copies to the Board of Commissioners, as evaluation material for the implementation of the Company's WBS policy. The Boards of Directors and Commissioners periodically evaluate the WBS policy implementation in line with prevailing needs and developments to enhance the effectiveness of WBS implementation.

LEGAL COMPLIANCE

In 2025, the Company, members of the Board of Commissioners and/or members of the Board of Directors were not involved in any material legal disputes before the courts involving the Company. This information forms part of ASDP's disclosure of compliance with applicable laws and regulations, as well as the Company's commitment to conducting its business activities responsibly. [GRI 2-27]

Jumlah Pelaporan Melalui WBS Number of Reports via WBS	Kategori Pelapor WB Category	Kategori Pelanggaran Category of Violation	Status Tindak Lanjut Pelaporan Reporting Follow-up Status		Persentase Penyelesaian Percentage of Completion
			Belum Diselesaikan Not Resolved	Telah Diselesaikan Resolved	
1	Internal Perusahaan Internal	Fraud	0	1	100%
1	Eksternal Perusahaan External	Non-Fraud	0	1	100%



MANAJEMEN DAN PELIBATAN PEMANGKU KEPENTINGAN STAKEHOLDER MANAGEMENT AND ENGAGEMENT

ASDP mengelola hubungan dengan pemangku kepentingan secara terstruktur sebagai bagian dari upaya menjaga keberlangsungan usaha, memperkuat kepercayaan, serta memastikan kegiatan operasional berjalan selaras dengan kebutuhan para pihak yang berkepentingan. Bagi Perseroan, pelibatan pemangku kepentingan tidak hanya dipahami sebagai kegiatan komunikasi, tetapi juga sebagai bagian dari proses pengambilan keputusan, pengelolaan risiko, peningkatan kualitas layanan, penguatan tata kelola, serta perumusan program keberlanjutan.

Pengelolaan hubungan dengan pemangku kepentingan dilakukan secara terstruktur sebagai bagian dari upaya ASDP dalam menjaga keberlangsungan usaha, memperkuat kepercayaan, serta memastikan kegiatan operasional berjalan selaras dengan kebutuhan para pihak yang berkepentingan. Fungsi *Corporate Secretary* melalui *Corporate Communication* menjalankan program kehumasan untuk mengomunikasikan pencapaian dan kinerja Perseroan, membangun citra positif di masyarakat dan pemangku kepentingan, serta menjaga hubungan baik dengan media massa. Pendekatan ini diperkuat melalui *monitoring* pemberitaan, pengelolaan komunikasi publik, dan penguatan kemitraan strategis dengan pemangku kepentingan, BUMN/instansi pemerintahan, pemasok, serta *vendor*.

Dalam menjalankan pelibatan pemangku kepentingan, ASDP juga mengacu pada pemetaan yang mempertimbangkan bentuk kepentingan, tingkat kepentingan, tingkat pengaruh, strategi pelibatan, serta prioritas pelibatan. Pendekatan tersebut digunakan untuk memastikan bahwa metode komunikasi, koordinasi, konsultasi, maupun kolaborasi yang dilakukan sesuai dengan karakteristik masing-masing kelompok pemangku kepentingan. Selain itu, masukan dari pemangku kepentingan digunakan sebagai bahan pertimbangan dalam peningkatan kualitas layanan, pengelolaan risiko, pelaksanaan program TJSL, penguatan komunikasi publik, serta pengembangan inisiatif keberlanjutan Perseroan.

ASDP manages stakeholder relations in a structured manner as part of its strategic efforts to maintain long-term business continuity, strengthen trust, and ensure that operational activities are aligned with the needs of relevant stakeholders. For the Company, stakeholder engagement is understood not merely as a communication activity, but also as part of the decision-making process, risk management, service quality improvement, governance strengthening, and the formulation of comprehensive sustainability programs.

Stakeholder relations are managed in a structured manner as part of ASDP's efforts to maintain business continuity, strengthen trust, and ensure that operational activities are aligned with the expectations of relevant stakeholders. The Corporate Secretary function, through Corporate Communication function, carries out public relations programs to maintain communicate on the Company's achievements and performance, build a positive image among the public and stakeholders, and maintain good relations with the mass media. This approach is strengthened through media monitoring, public communication management, and stronger strategic partnerships with stakeholders, SOEs/ government institutions, suppliers, and vendors.

In carrying out stakeholder engagement, ASDP also maintain reference to the stakeholder mapping that takes into account the nature of interests, level of interest, level of influence, engagement strategies, and engagement priorities. This approach is used to ensure that the communication, coordination, consultation, and collaboration methods applied are appropriate to the characteristics of each stakeholder group. In addition, stakeholder input is used as consideration in improving service quality, managing risks, implementing CSER programs, strengthening public communication, and developing the Company's sustainability initiatives.

**PELIBATAN PEMANGKU KEPENTINGAN [OJK E.4] [GRI 2-29]
STAKEHOLDER ENGAGEMENT [OJK E.4] [GRI 2-29]**

Daftar Pemangku Kepentingan Stakeholder List	Isu Utama Key Issues	Metode Pelibatan Engagement Method	Frekuensi Frequency
Pemegang Saham Shareholders	Memaksimalkan nilai Perusahaan bagi Pemegang Saham, serta mengoptimalkan pencapaian KPI. Maximizing the Company's value for Shareholders and optimizing KPI achievement.	- RUPS; - Rapat Dewan Komisaris dengan Komite. - GMS; - Meetings of the Board of Commissioners with its Committees.	Dilakukan secara berkala melalui RUPS dan koordinasi korporasi sesuai kebutuhan Perseroan. Conducted periodically through the GMS and corporate coordination in accordance with the Company's needs
Pemerintah Government	Menjamin kelancaran dan keamanan pelabuhan dan penyeberangan untuk mengoptimalkan proses bisnis yang mendorong pertumbuhan ekonomi nasional. Ensuring the smooth and safe operation of ports and ferry services to optimize business processes that support national economic growth	- Pelaporan terkait hasil kinerja, keamanan pelabuhan dan penyeberangan; serta ketenagakerjaan - Kerja sama terkait Penyertaan Modal Negara. - Reporting on performance results, port and ferry service safety, and employment matters; - Cooperation related to State Capital Participation.	Dilakukan sesuai kebutuhan pelaporan, koordinasi kebijakan, dan agenda strategis dengan regulator. Conducted in accordance with reporting requirements, policy coordination needs, and strategic agendas with regulators.
Karyawan Employees	Karyawan Menciptakan lingkungan kerja yang nyaman dan aman bagi karyawan, serta memastikan kesejahteraan karyawan. Creating a comfortable and safe working environment for employees and ensuring employee welfare.	- Perayaan hari ulang tahun Perusahaan; - Acara internal Perseroan; - Pertemuan dengan Serikat Pekerja; - Simulasi tanggap darurat bencana; - Pendidikan dan pelatihan untuk seluruh karyawan; - Survei kepuasan karyawan. - Company anniversary celebrations; - Company internal events; - Meetings with the Trade Union; - Disaster emergency response simulations; - Education and training for all employees; - Employee satisfaction surveys	Dilakukan secara berkala melalui forum formal, survei, pelatihan, dan kegiatan internal Perseroan. Conducted periodically through formal forums, surveys, training programs, and the Company's internal activities.
Pelanggan Customers	Menyediakan jasa penyeberangan yang berkualitas dan memenuhi kepuasan pengguna jasa atau pelanggan. Providing quality ferry services that ensure the satisfaction of service users or customers.	- Penyediaan layanan pelanggan; - Survei kepuasan pelanggan; - Aplikasi Ferizy. - Provision of customer services; - Customer satisfaction surveys; - Ferizy application.	Dilakukan secara rutin melalui kanal layanan, survei, dan mekanisme umpan balik pelanggan. Conducted routinely through service channels, surveys, and customer feedback mechanisms



Daftar Pemangku Kepentingan Stakeholder List	Isu Utama Key Issues	Metode Pelibatan Engagement Method	Frekuensi Frequency
Pemasok Suppliers	Menyediakan, membangun, dan mengelola pelabuhan dan penyeberangan yang berkualitas serta memenuhi kepuasan pemasok. Providing, developing, and managing quality ports and ferry services while ensuring supplier satisfaction.	• Survei vendor, <i>business review meeting</i>; • Evaluasi kinerja pemasok; • Koordinasi operasional; • Sosialisasi standar kerja; • Komunikasi terkait kepatuhan dan kerja sama. • Vendor surveys and Business Review Meetings; • Supplier performance evaluations; • Operational coordination; • Dissemination of work standards; • Communication regarding compliance and cooperation.	Dilakukan sesuai siklus pengadaan, evaluasi vendor, dan kebutuhan kerja sama. Conducted in accordance with procurement cycles, vendor evaluations, and cooperation requirements.
Masyarakat Communities	Menjamin kelancaran dan keamanan pelabuhan dan penyeberangan untuk mendorong pertumbuhan ekonomi nasional yang akan meningkatkan kesejahteraan masyarakat. Ensuring the smooth and safe operation of ports and ferry services to support national economic growth and improve community welfare.	• Kegiatan TJSL; • Forum dengan masyarakat sekitar untuk mendapatkan aspirasi terkait kebutuhan masyarakat. • CSER activities; • Forums with surrounding communities to obtain input and understand community needs and aspirations.	Dilakukan sesuai pelaksanaan program TJSL, kebutuhan masyarakat, serta evaluasi dampak program. Conducted in accordance with the implementation of CSER programs, community needs, and evaluations of program impacts.
Media Media	Keterbukaan informasi perusahaan. Disclosure of Company information.	• Media Gathering; • Press Conference; • Media Visit.	Dilakukan secara berkala dan sesuai kebutuhan komunikasi korporasi. Conducted periodically and in accordance with corporate communication needs.

Pelibatan pemangku kepentingan dilaksanakan secara berkelanjutan melalui kanal formal maupun informal sesuai karakteristik masing-masing kelompok. Perseroan memastikan bahwa setiap masukan, aspirasi, dan umpan balik yang diterima dapat menjadi dasar untuk meningkatkan kualitas layanan, memperkuat tata kelola, mengelola dampak sosial dan lingkungan, serta menyusun program dan inisiatif keberlanjutan yang lebih tepat sasaran.

Melalui pengelolaan pemangku kepentingan yang terstruktur, ASDP berupaya menjaga hubungan yang saling menghormati dan saling menguntungkan dengan seluruh pemangku kepentingan. Pendekatan ini diharapkan dapat mendukung penciptaan nilai jangka panjang, memperkuat reputasi Perseroan, serta memastikan keberadaan ASDP memberikan manfaat bagi pemegang saham, pelanggan, karyawan, mitra kerja, masyarakat, dan pemangku kepentingan lainnya.

Stakeholder engagement is carried out on an ongoing basis through formal and informal channels tailored to the characteristics of each stakeholder group. The Company ensures that all input, aspirations, and feedback received serve as a basis for improving service quality, strengthening governance, managing social and environmental impacts, and developing more targeted sustainability programs and initiatives.

Through structured stakeholder management, ASDP seeks to maintain mutually respectful and beneficial relationships with all stakeholders. This approach is expected to support long-term value creation, strengthen the Company's reputation, and ensure that ASDP's presence provides benefits to shareholders, customers, employees, business partners, communities, and other stakeholders.



TENTANG LAPORAN BERKELANJUTAN

ABOUT THE SUSTAINABILITY REPORT





PROFIL LAPORAN [GRI 2-3]

REPORT PROFILE [GRI 2-3]

Sebagai bagian dari komitmen terhadap transparansi dan akuntabilitas, PT ASDP Indonesia Ferry (Persero) menyusun Laporan Keberlanjutan tahun 2025 yang memuat informasi kinerja ekonomi, sosial, dan lingkungan Perseroan selama periode 1 Januari hingga 31 Desember 2025. Laporan ini menjadi sarana komunikasi Perseroan kepada pemangku kepentingan mengenai pelaksanaan kegiatan usaha yang berkelanjutan.

Laporan Keberlanjutan diterbitkan setiap tahun untuk menyajikan perkembangan kinerja keberlanjutan Perseroan secara berkesinambungan. Entitas yang dicakup dalam laporan ini sama dengan entitas dalam laporan tahunan konsolidasian, yaitu PT ASDP Indonesia Ferry (Persero) dan Entitas Anak, PT Jembatan Nusantara dan PT Indonesia Ferry Properti, sehingga tidak terdapat perbedaan cakupan entitas antara pelaporan keuangan dan pelaporan keberlanjutan. Informasi digabungkan menggunakan pendekatan pengendalian operasional yang diterbitkan pada tanggal 31 Agustus 2026. [GRI 2-2]

As part of its commitment to transparency and accountability, PT ASDP Indonesia Ferry (Persero) prepared the 2025 Sustainability Report, which presents information on the Company's economic, social, and environmental performance for the period from 1 January to 31 December 2025. This report serves as a communication medium for the Company to inform stakeholders about the implementation of sustainable business activities.

The Sustainability Report is published annually to present the Company's sustainability performance progress on an ongoing basis. The entities covered in this report are the same as those in the consolidated annual report, namely PT ASDP Indonesia Ferry (Persero) and its Subsidiaries, PT Jembatan Nusantara and PT Indonesia Ferry Properti so there is no difference in entity scope between financial and sustainability reporting. Information is consolidated using the operational control approach, published on 31 August 2026. [GRI 2-2]

PENENTUAN DAN MANAJEMEN TOPIK MATERIAL [GRI 3-1]

DETERMINATION AND MANAGEMENT OF MATERIAL TOPICS [GRI 3-1]

Sebagai bagian dari pengelolaan keberlanjutan, Perseroan melakukan proses penilaian materialitas untuk mengidentifikasi topik-topik keberlanjutan yang memiliki relevansi tinggi dan berdampak signifikan terhadap kegiatan usaha, pemangku kepentingan, serta aspek ekonomi, lingkungan, dan sosial. Proses ini dilakukan melalui pelibatan pemangku kepentingan internal dan eksternal dengan mekanisme komunikasi yang terstruktur, sehingga Perseroan dapat memperoleh masukan yang komprehensif mengenai isu-isu keberlanjutan yang perlu menjadi prioritas.

Melalui proses tersebut, Perseroan menetapkan topik material yang mencerminkan dampak aktual maupun potensial dari kegiatan usaha, sekaligus mempertimbangkan kepentingan dan ekspektasi pemangku kepentingan. Hasil penilaian materialitas menjadi dasar bagi Perseroan dalam menyusun strategi, menetapkan prioritas program, serta memperkuat pengelolaan risiko dan peluang keberlanjutan secara lebih efektif.

As part of sustainability management, the Company conducts a materiality assessment process to identify sustainability topics that carry high relevance and significant impacts on the Company's business activities, stakeholders, as well as aspects of economic, environmental, and social. This process involves internal stakeholders as well as external stakeholders through structured communication mechanisms, enabling the Company to obtain comprehensive input on sustainability issues that need to be prioritized.

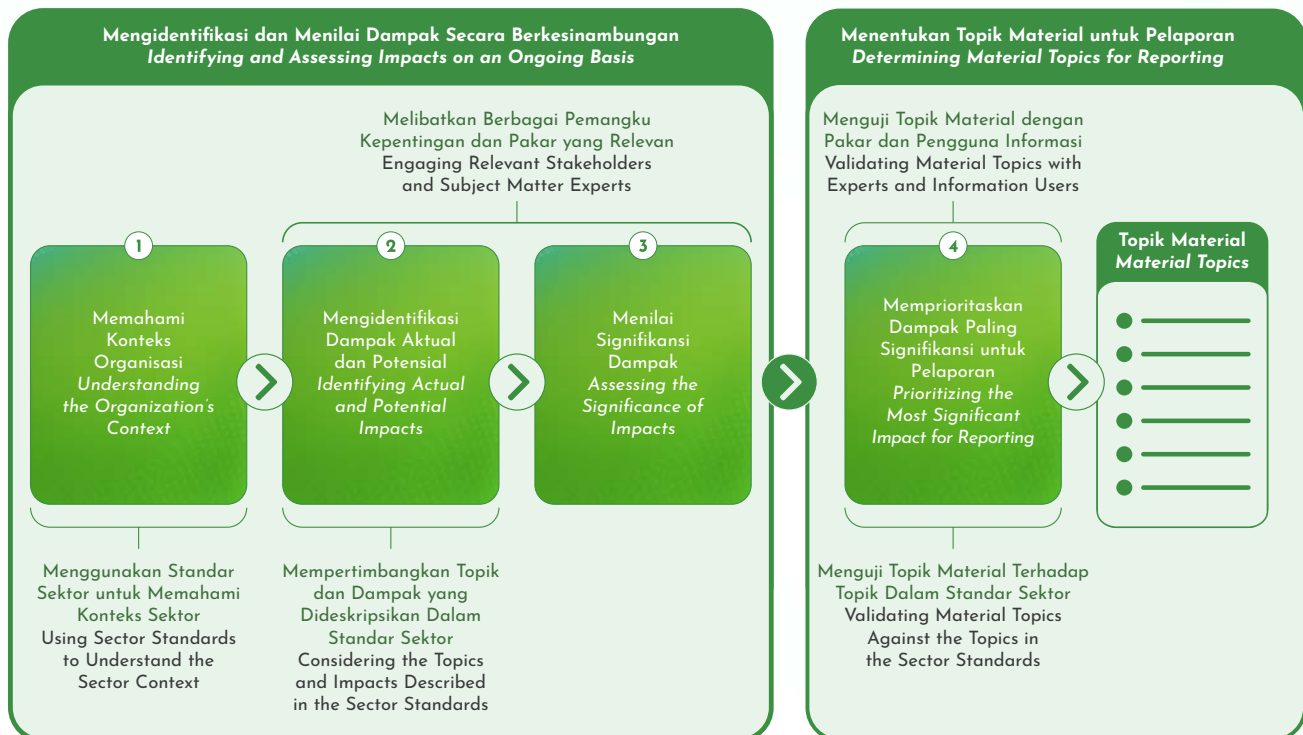
Through this process, the Company identifies material topics that reflect the actual and potential impacts of its business activities, while taking into account stakeholders' interests and expectations. The materiality assessment insight serves as a basis for the Company in formulating strategies, determining program priorities, and strengthening the management of sustainability-related risks and opportunities in a more effective manner.

Pada tahun 2025, Perseroan melakukan peninjauan kembali atas topik-topik material yang telah ditetapkan sebelumnya untuk memastikan kesesuaiannya dengan perkembangan kondisi usaha, dinamika industri, perubahan regulasi, tren keberlanjutan, serta ekspektasi pemangku kepentingan. Peninjauan ini juga mempertimbangkan potensi risiko dan peluang yang dapat memengaruhi kinerja keberlanjutan Perseroan.

Berdasarkan hasil evaluasi tersebut, Perseroan memastikan bahwa topik material yang disajikan dalam Laporan Keberlanjutan ini tetap relevan dan mencerminkan prioritas pengelolaan dampak yang aktual. Ruang lingkup pelaporan mencakup PT ASDP Indonesia Ferry (Persero) sebagai entitas induk dan entitas anak, yaitu PT Jembatan Nusantara, sehingga informasi yang disampaikan merepresentasikan kinerja dan dampak keberlanjutan secara konsolidasi.

In 2025, the Company reviewed the material topics previously determined to ensure their alignment with evolving business conditions, industry dynamics, regulatory changes, sustainability trends, and stakeholder expectations. This review also considered potential risks and opportunities that may affect the Company's sustainability performance.

Based on the evaluation results, the Company ensures that the material topics presented in this Sustainability Report remain relevant and reflect the current priorities for impact management. The reporting scope covers PT ASDP Indonesia Ferry (Persero) as the parent entity and its subsidiary, PT Jembatan Nusantara, so that the information presented represents sustainability performance and impacts on a consolidated basis.





DAFTAR TOPIK MATERIAL [GRI 3-2]

LIST OF MATERIAL TOPICS [GRI 3-2]

Topik Material Material Topics	Penjelasan Topik Topic Description	Pengungkapan dalam Standar GRI Disclosures in Accordance with GRI Standards
Supply Chain Management	Manajemen rantai pasokan untuk memastikan bahwa seluruh pemasok dan proses pengadaan memenuhi standar etika, kualitas, dan keberlanjutan. Ini meliputi pemilihan pemasok yang bertanggung jawab, pemantauan kepatuhan, dan evaluasi risiko di seluruh rantai pasok. Supply chain management to ensure that all suppliers and procurement processes meet ethical, quality, and sustainability standards. This includes the selection of responsible suppliers, compliance monitoring, and risk evaluation across the supply chain.	204-1
Air Water	Penggunaan air yang bertanggung jawab dan efisien untuk mendukung berbagai aktivitas operasional Perseroan, memastikan bahwa sumber daya air dimanfaatkan secara optimal tanpa membahayakan lingkungan atau keberlanjutan jangka panjang. Responsible and efficient water use to support the Company's various operational activities, ensuring that water resources are utilized optimally without compromising the environment or long-term sustainability.	303-1, 303-2, 303-3, 303-5
Limbah dan Polutan Waste and Pollutants	Pengelolaan limbah, efluen, dan polutan yang timbul dari kegiatan operasional Perseroan agar tidak menimbulkan dampak negatif terhadap lingkungan, pekerja, dan masyarakat sekitar. Management of waste, effluents, and pollutants generated from the Company's operational activities to prevent negative impacts on the environment, workers, and surrounding communities.	303-4, 306-1, 306-2, 306-3, 306-4, 306-5
Energi Energy	Pengelolaan penggunaan energi dengan melibatkan optimalisasi konsumsi, penerapan teknologi hemat energi, pemantauan penggunaan energi secara berkala, dan penerapan inisiatif keberlanjutan seperti beralih ke energi bersih. Dengan tujuan untuk meningkatkan efisiensi energi, mengurangi jejak karbon, dan berkontribusi pada keberlanjutan lingkungan. Management of energy use through consumption optimization, the application of energy-efficient technologies, periodic monitoring of energy use, and the implementation of sustainability initiatives, such as transitioning to clean energy. These efforts aim to improve energy efficiency, reduce the carbon footprint, and contribute to environmental sustainability.	302-1, 302-2, 302-3, 302-4, 302-5
Climate Strategy	Strategi Perseroan dalam mengelola dampak, risiko, dan peluang terkait perubahan iklim, khususnya melalui pengukuran, pemantauan, dan pengurangan emisi gas rumah kaca dari kegiatan operasional. Topik ini mencakup perhitungan emisi Cakupan 1 dan Cakupan 2, intensitas emisi, inisiatif pengurangan emisi, serta arah transisi menuju operasional yang lebih rendah karbon. The Company's strategy for managing climate-related impacts, risks, and opportunities, particularly through the measurement, monitoring, and reduction of greenhouse gas emissions from operational activities. This topic covers the calculation of Scope 1 and Scope 2 emissions, emissions intensity, emission reduction initiatives, as well as the transition toward lower-carbon operations.	305-1, 305-2, 305-3, 305-4, 305-5
Keamanan, Kesehatan, dan Keselamatan Kerja (K3) Occupational Health and Safety (OHS)	Inisiatif dan sistem untuk memastikan kesehatan dan keselamatan kerja karyawan dalam operasional Perseroan, termasuk pelatihan keselamatan, prosedur darurat, pengelolaan risiko di tempat kerja, serta upaya pencegahan cedera dan penyakit akibat kerja. Initiatives and systems to ensure employee occupational health and safety in the Company's operations, including safety training, emergency procedures, workplace risk management, as well as efforts to prevent work-related injuries and occupational diseases.	403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9

Topik Material Material Topics	Penjelasan Topik Topic Description	Pengungkapan dalam Standar GRI Disclosures in Accordance with GRI Standards
Kesejahteraan Karyawan Employee Welfare	Pengakuan hak-hak karyawan dapat meningkatkan kesejahteraan dari karyawan. Perseroan berupaya untuk memberikan training dalam peningkatan skill karyawan serta tunjangan bagi karyawan. Recognition of employee rights can improve employee welfare. The Company strives to provide training to enhance employee skills, as well as benefits for employees.	401-1, 401-2, 401-3, 402-1, 404-1, 404-2
Diversity, Equity, & Inclusion (Keberagaman, Kesenjangan, & Inklusi)	Pengelolaan keberagaman, penerapan prinsip kesetaraan, dan praktik inklusi di tempat kerja secara efektif dapat meningkatkan inovasi, keterlibatan karyawan, kinerja keseluruhan, serta citra perusahaan sebagai lingkungan kerja yang inklusif dan berkelanjutan. Effective management of diversity, implementation of equity principles, and inclusive workplace practices can enhance innovation, employee engagement, overall performance, and the corporate image as an inclusive and sustainable workplace.	405-1, 405-2, 406-1
Komunitas Lokal Local Communities	Upaya untuk mengembangkan dan melibatkan masyarakat sekitar perusahaan dalam kegiatan sosial untuk mendukung pembangunan berkelanjutan di komunitas lokal. Efforts to develop and engage surrounding communities in social activities to support sustainable development in local communities.	413-1, 413-2
Transportation Safety	Mengukur sejauh mana Perseroan memperhatikan aspek lingkungan sepanjang siklus hidup produk, mulai dari desain, bahan baku, kemasan, distribusi, hingga daur ulang untuk meminimalisir dampak dari produk ke lingkungan. Measures the extent to which the Company considers environmental aspects throughout the product life cycle, from design, raw materials, packaging, and distribution to recycling, in order to minimize product-related impacts on the environment.	416-1, 416-2

PEDOMAN PENULISAN DAN PERNYATAAN ULANG [GRI 2-4]

REPORTING GUIDELINES AND RESTATEMENT OF INFORMATION [GRI 2-4]

Dalam penyusunannya, Laporan Keberlanjutan PT ASDP Indonesia Ferry (Persero) tahun 2025 mengacu pada GRI Standards 2021 yang diterbitkan oleh Global Sustainability Standards Board (GSSB). Selain itu, laporan ini juga disusun dengan mengacu pada Surat Edaran Otoritas Jasa Keuangan (SEOJK) Nomor 16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik.

Untuk menjaga kualitas dan konsistensi pelaporan, Perseroan melakukan peninjauan terhadap informasi yang disajikan, termasuk apabila terdapat data atau informasi yang perlu dinyatakan ulang. Informasi yang mengalami pernyataan ulang dalam laporan ini ditandai dengan tanda (*). [GRI 2-4]

The 2025 Sustainability Report of PT ASDP Indonesia Ferry (Persero) is prepared in accordance with the 2021 GRI Standards issued by the Global Sustainability Standards Board (GSSB) and with reference to Financial Services Authority Circular Letter (SEOJK) No. 16/SEOJK.04/2021 concerning the Form and Content of Annual Reports of Issuers or Public Companies.

To maintain reporting quality and consistency, the Company reviews the information presented, including any data or information that needs to be restated. Information restated in this report is marked with an asterisk (*). [GRI 2-4]



PENJAMINAN KUALITAS LAPORAN [OJK G.1] [GRI 2-5] [GRI 2-14]

REPORT QUALITY ASSURANCE [OJK G.1] [GRI 2-5] [GRI 2-14]

Dalam memastikan keandalan informasi yang disampaikan, Perseroan menerapkan proses penelaahan internal, verifikasi, dan konsolidasi data yang melibatkan unit kerja terkait. Proses tersebut dilakukan untuk memastikan bahwa informasi dalam Laporan Keberlanjutan telah disajikan secara akurat, relevan, serta mencerminkan kondisi aktual Perseroan selama periode pelaporan.

Pada periode pelaporan tahun 2025, Perseroan belum melakukan penjaminan independen (*external assurance*) atas Laporan Keberlanjutan oleh pihak ketiga independen. Namun demikian, seluruh informasi yang disajikan dalam laporan ini telah melalui proses penelaahan internal dan telah ditelaah serta disetujui oleh Direksi dan Dewan Komisaris sebagai bentuk tanggung jawab manajemen atas substansi, kualitas, dan keandalan informasi yang disampaikan. Selain itu, Laporan Keberlanjutan 2025 juga telah melalui GRI Standards In Accordance Check oleh National Center of Corporate Reporting (NCCR) sebagai pihak independen, dengan hasil pemeriksaan disajikan pada bagian akhir laporan ini.

To ensure the reliability of the information provided, the Company implements internal review, verification, and data consolidation processes involving relevant business units. These processes are conducted to ensure that the information in the Sustainability Report is presented accurately, is relevant, and reflects the Company's actual conditions during the reporting period.

For the 2025 reporting period, the Company has not yet obtained independent assurance (*external assurance*) on the Sustainability Report by an independent third party. However, all information presented in this report has undergone an internal review process and has been reviewed and approved by the Board of Directors and the Board of Commissioners as a form of management's responsibility for the substance, quality, and reliability of the information provided. In addition, the 2025 Sustainability Report has also undergone a GRI Standards In Accordance Check by the National Center for Corporate Reporting (NCCR) as an independent party, with the review results presented at the end of this report.

UMPAN BALIK LAPORAN [OJK G.2] [OJK G.3]

REPORT FEEDBACK [OJK G.2] [OJK G.3]

Untuk mendorong perbaikan kualitas pelaporan secara berkelanjutan, Perseroan menyediakan ruang bagi pemangku kepentingan untuk menyampaikan tanggapan, saran, maupun masukan atas Laporan Keberlanjutan ini. Setiap umpan balik yang diterima akan menjadi bahan evaluasi bagi ASDP dalam meningkatkan relevansi, kelengkapan, dan kualitas penyajian informasi pada periode pelaporan berikutnya.

Masukan dapat disampaikan melalui lembar umpan balik yang tersedia pada bagian akhir laporan ini maupun melalui kontak resmi Perseroan yang tercantum dalam laporan. Berdasarkan catatan Perseroan, sepanjang periode penyusunan Laporan Keberlanjutan tahun 2025 dan tahun pelaporan sebelumnya, tidak terdapat masukan yang diterima melalui mekanisme umpan balik tersebut. [OJK G.2] [OJK G.3]

To support continuous improvement in reporting quality, the Company provides a channel for stakeholders to submit responses, suggestions, and feedback on this Sustainability Report. All feedback received will serve as evaluation material for ASDP in improving the relevance, completeness, and quality of information presented in the following reporting period.

Feedback may be submitted through the feedback form available at the end of this report or through the Company's official contact channels as stated in this report. Based on the Company's records, during the preparation period of the 2025 Sustainability Report and the previous year's report, there was no feedback received through these feedback mechanisms. [OJK G.2] [OJK G.3]

PERNYATAAN TANGGUNG JAWAB ATAS LAPORAN KEBERLANJUTAN 2025 PT ASDP INDONESIA FERRY (PERSERO) STATEMENT OF ACCOUNTABILITY FOR THE 2025 SUSTAINABILITY REPORT OF PT ASDP INDONESIA FERRY (PERSERO)

Kami yang bertanda tangan di bawah ini menyatakan bahwa Dewan Komisaris telah meninjau dan menyetujui penerbitan Laporan Keberlanjutan PT ASDP Indonesia Ferry (Persero) Tahun Buku 2025.

We, the undersigned, hereby declare that the Board of Commissioners has reviewed and approved the publication of the 2025 Sustainability Report of PT ASDP Indonesia Ferry (Persero).

Jakarta, 21 Agustus | August 2026

DEWAN KOMISARIS | BOARD OF COMMISSIONERS

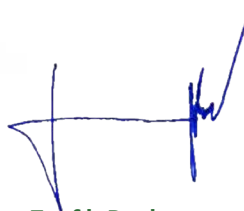


Achmad Baidowi

Komisaris Utama merangkap Komisaris Independen
President Commissioner concurrently as Independent Commissioner



Siti Ariani Muflikhah
Komisaris Independen
Independent Commissioner



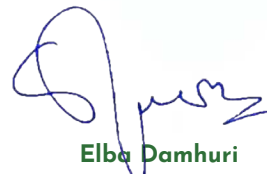
Taufik Rachman
Komisaris
Commissioner



Joddy Hernady
Komisaris
Commissioner



Susi Meyrista Tarigan
Komisaris
Commissioner



Elba Damhuri
Komisaris
Commissioner



PERNYATAAN TANGGUNG JAWAB ATAS LAPORAN KEBERLANJUTAN 2025 PT ASDP INDONESIA FERRY (PERSERO) STATEMENT OF ACCOUNTABILITY FOR THE 2025 SUSTAINABILITY REPORT OF PT ASDP INDONESIA FERRY (PERSERO)

Kami yang bertanda tangan di bawah ini menyatakan bahwa Laporan Keberlanjutan PT ASDP Indonesia Ferry (Persero) Tahun Buku 2025 telah ditinjau secara menyeluruh dan disetujui untuk diterbitkan. Kami bertanggung jawab penuh atas kebenaran informasi yang disajikan dalam Laporan ini. Demikian pernyataan ini dibuat dengan sebenar-benarnya.

We, the undersigned, hereby declare that the PT ASDP Indonesia Ferry (Persero) Sustainability Report for Financial Year 2025 has been thoroughly reviewed and approved for publication. We assume full responsibility for the accuracy of the information presented in this Report. This statement is made truthfully.

Jakarta, 21 Agustus | August 2026

DIREKSI | BOARD OF DIRECTORS

Heru Widodo

Direktur Utama | President Director

Yossianis Marciano

Wakil Direktur Utama
Deputy President Director

Rio Theodore Natalianto Lasse

Direktur Operasi & Transformasi
Director of Operations and Transformation

Nana Sutisna

Direktur Teknik
Director of Engineering

Bunga Herlina Oktaviyanti

Direktur Keuangan
Director of Finance

Ardhi Ekapaty

Direktur SDM dan Layanan Koperasi
Director of Human Resources and
Corporate Services

DAFTAR PENGUNGKAPAN SESUAI PERATURAN OTORITAS JASA KEUANGAN NOMOR 51/POJK.03/2017 TENTANG PENERAPAN KEUANGAN BERKELANJUTAN BAGI LEMBAGA JASA KEUANGAN, EMITEN, DAN PERUSAHAAN PUBLIK [G.4]

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STANDAR GRI/SUMBER LAIN GRI STANDARD /OTHER		PENGUNGKAPAN DISCLOSURE	LOKASI LOCATION	YANG TIDAK DICANTUMKAN OMISSION	
				PERSYARATAN YANG TIDAK DICANTUMKAN REQUIREMENT(S) OMITTED	ALASAN REASON PENJELASAN EXPLANATION
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STANDAR GRI/SUMBER LAIN GRI STANDARD /OTHER	PENGUNGKAPAN DISCLOSURE	LOKASI LOCATION	YANG TIDAK DICANTUMKAN OMISSION		
			PERSYARATAN YANG TIDAK DICANTUMKAN REQUIREMENT(S) OMITTED	ALASAN REASON	PENJELASAN EXPLANATION
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STANDAR GRI/SUMBER LAIN GRI STANDARD /OTHER		PENGUNGKAPAN DISCLOSURE	LOKASI LOCATION	YANG TIDAK DICANTUMKAN OMISSION		
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STANDAR GRI/SUMBER LAIN GRI STANDARD /OTHER		PENGUNGKAPAN DISCLOSURE	LOKASI LOCATION	YANG TIDAK DICANTUMKAN OMISSION		
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STANDAR GRI/SUMBER LAIN GRI STANDARD /OTHER		PENGUNGKAPAN DISCLOSURE	LOKASI LOCATION	YANG TIDAK DICANTUMKAN OMISSION		
				PERSYARATAN YANG TIDAK DICANTUMKAN REQUIREMENT(S) OMITTED	ALASAN REASON	PENJELASAN EXPLANATION
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STANDAR GRI/SUMBER LAIN GRI STANDARD /OTHER	PENGUNGKAPAN DISCLOSURE	LOKASI LOCATION	YANG TIDAK DICANTUMKAN OMISSION		
			PERSYARATAN YANG TIDAK DICANTUMKAN REQUIREMENT(S) OMITTED	ALASAN REASON	PENJELASAN EXPLANATION
GRI 404: Pelati- han dan Pendi- dikan 2016. Training and Education 2016.	404-1	Rata-rata jam Pelatihan per tahun per karyawan. Average hours of training per year per employee	118		
	404-2	Program untuk meningkatkan keterampilan karyawan dan program bantuan peralihan. Programs for upgrading employee skills and transition assistance programs.	111		
	404-3	Persentase karyawan yang menerima tinjauan rutin terhadap kinerja dan pengembangan karier. Percentage of employees receiving regular performance and career development reviews.	120		
Kesehatan dan Keselamatan Kerja Occupational Health and Safety					
GRI 403: Kesehatan dan Keselamatan Kerja 2018. Occupational Health and Safety 2018.	403-1	Sistem manajemen keselamatan dan kesehatan kerja. Occupational health and safety management system.	130		
	403-2	Identifikasi bahaya, penilaian risiko, dan investigasi insiden. Hazard identification, risk assessment, and incident investigation.	134, 136		
	403-3	Layanan kesehatan kerja. Occupational health services.	144		
	403-4	Partisipasi, konsultasi, dan komunikasi pekerja tentang keselamatan dan kesehatan kerja. Worker participation, consultation, and communication on occupational health and safety.	139		
	403-5	Pelatihan bagi pekerja mengenai keselamatan dan kesehatan kerja. Worker training on occupational health and safety.	143		
	403-6	Peningkatan kualitas kesehatan pekerja. Promotion of worker health.	145		
	403-7	Pencegahan dan mitigasi dampak dari keselamatan dan kesehatan kerja yang secara langsung terkait hubungan bisnis. Prevention and mitigation of occupational health and safety impacts directly linked by business relationships.	136, 145		



STANDAR GRI/SUMBER LAIN GRI STANDARD /OTHER	PENGUNGKAPAN DISCLOSURE	LOKASI LOCATION	YANG TIDAK DICANTUMKAN OMISSION		
			PERSYARATAN YANG TIDAK DICANTUMKAN REQUIREMENT(S) OMITTED	ALASAN REASON	PENJELASAN EXPLANATION
	403-8	Pekerja yang tercakup dalam sistem manajemen keselamatan dan kesehatan kerja. Workers covered by an occupational health and safety management system.	130, 144		
	403-9	Kecelakaan kerja. Work-related injuries.	145		
	403-10	Penyakit akibat kerja. Work-related ill health.	147		
Keberagaman, Kesetaraan, & Inklusi Diversity, Equity, & Inclusion					
GRI 3: Topik Material 2021. Material Topics 2021.	3-3	Manajemen topik material. Management of material topics.	115		
GRI 405: Keanekaragaman dan Kesempatan Setara 2016. Diversity and Equal Opportunity 2016.	405-1	Keberagaman pada badan tata kelola dan karyawan. Diversity of governance bodies and employees.	115		
	405-2	Rasio gaji pokok dan remunerasi perempuan dibandingkan laki-laki. Ratio of basic salary and remuneration of women to men.	114		
GRI 406: Nondiskriminasi 2016. Non-discrimination 2016.	406-1	Insiden diskriminasi dan tindakan perbaikan yang dilakukan. Incidents of discrimination and corrective actions taken.	113		
Komunitas Lokal Local Community					
GRI 3: Topik Material 2021. Material Topics 2021.	3-3	Manajemen topik material. Management of material topics.	148		
GRI 413: Masyarakat Lokal 2016. Local Communities 2016.	413-1	Operasi dengan keterlibatan masyarakat lokal, penilaian dampak, dan program pengembangan. Operations with local community engagement, impact assessments, and development programs.	149		
	413-2	Operasi yang secara aktual dan yang berpotensi memiliki dampak negatif signifikan terhadap masyarakat lokal. Operations with significant actual and potential negative impacts on local communities.	149		

STANDAR GRI/SUMBER LAIN GRI STANDARD /OTHER	PENGUNGKAPAN DISCLOSURE	LOKASI LOCATION	YANG TIDAK DICANTUMKAN OMISSION		
			PERSYARATAN YANG TIDAK DICANTUMKAN REQUIREMENT(S) OMITTED	ALASAN REASON	PENJELASAN EXPLANATION
Keselamatan Transportasi Transportation Safety					
GRI 3: Topik Material 2021. Material Topics 2021	3-3	Manajemen topik material. Management of material topics.	74		
GRI 416: Kesehatan dan Keselamatan Pelanggan 2016. Customer Health and Safety 2016.	416-1	Penilaian dampak Kesehatan dan keselamatan dari berbagai kategori produk dan jasa. Assessment of the health and safety impacts of product and service categories.	73		
	416-2	Insiden ketidakpatuhan sehubungan dengan dampak kesehatan dan keselamatan dari produk dan jasa. Incidents of non-compliance concerning the health and safety impacts of products and services.	73		



LAPORAN KESESUAIAN DENGAN STANDAR GRI DAN SEOJK 16/OJK.04/2021

STATEMENT OF GRI STANDARDS AND SEOJK 16/OJK.04/2021 IN ACCORDANCE CHECK

IAC0662608SA



Laporan Kesesuaian dengan Standar GRI dan SEOJK 16/OJK.04/2021 Statement of GRI Standards and SEOJK 16/OJK.04/2021 in Accordance Check

National Center for Corporate Reporting (NCCR) telah melakukan pengecekan kesesuaian dengan Standar GRI dan SEOJK 16 OJK.04/2021 atas Laporan Keberlanjutan PT ASDP Indonesia Ferry (Persero) 2025 ("Laporan"). Pengecekan dilakukan untuk memberikan gambaran tentang sejauh mana Standar GRI dan SEOJK 16/OJK.04/2021 telah diterapkan dalam Laporan tersebut. Pengecekan ini bukan merupakan opini atas kinerja keberlanjutan maupun kualitas informasi yang dimuat dalam Laporan tersebut.

Kami menyimpulkan bahwa Laporan ini telah disusun sesuai dengan Standar GRI dan SEOJK 16/OJK.04/2021.

Jakarta, 18 Agustus 2026

The National Center for Corporate Reporting has conducted a GRI Standards and SEOJK 16/OJK.04/2021 in Accordance Check on PT ASDP Indonesia Ferry (Persero) Sustainability Report 2025 ("Report"). The check communicates the extent to which the GRI Standards and SEOJK 16/OJK.04/2021 have been applied in the Report. The check does not provide an opinion on the sustainability performance of the reporter or the quality of the information provided in the Report.

We conclude that this report has been prepared in accordance with GRI Standards and SEOJK 16/OJK.04/2021.

Jakarta, 18 August 2026

National Center for Corporate Reporting
GRI Standards Aligning Service

Andrew K. Twohig, BCom, BA (Hons), MA, CSRA
Director

LEMBAR UMPAN BALIK [G.2]

FEEDBACK FORM [G.2]

Laporan Keberlanjutan 2025 PT ASDP Indonesia Ferry (Persero) telah memberikan gambaran kinerja keberlanjutan perusahaan. Kami berharap Bapak/Ibu/Saudara setelah membaca laporan ini dapat memberikan masukan, kritik, dan saran.

The 2025 Sustainability Report of PT ASDP Indonesia Ferry (Persero) has provided an overview of the Company's sustainability performance. After reading this report, we hope that you will provide input, feedback, and suggestions.

Profil Anda Your Profile

Nama
Name :

Nama Institusi/Perusahaan
Institution/Company :

Email :

Telepon/HP :

Identifikasi Kelompok Pemangku Kepentingan (pilih salah satu):

Identification of Stakeholder Groups (select one):

- | | | | |
|--|---|---|---|
| ☐ Konsumen
Consumer | ☐ Pemasok
Supplier | ☐ Regulator
Regulators | ☐ Publik
Public |
| ☐ Karyawan
Employees | ☐ Pemerintah
Government | ☐ Penyedia Modal
Capital Provider | |

Mohon Pilih Jawaban yang Paling Sesuai.

Please Select the Most Appropriate Answer.

1. Laporan Keberlanjutan ini mudah dimengerti.

This sustainability report is easy to understand.

- | | | |
|--|---|---|
| ☐ Setuju
Agree | ☐ Tidak setuju
Disagree | ☐ Tidak tahu
I don't know |
|--|---|---|

2. Laporan ini sudah menggambarkan informasi aspek material Perseroan, baik dari sisi positif dan negatif.

This report has described information on the Company's material aspects, both from the positive and negative sides.

- | | | |
|--|---|---|
| ☐ Setuju
Agree | ☐ Tidak setuju
Disagree | ☐ Tidak tahu
I don't know |
|--|---|---|

3. Desain, tata letak, grafis dan foto-foto dalam Laporan Keberlanjutan ini sudah bagus.

The design, layout, graphics, and photos in this Sustainability Report are properly presented.

- | | | |
|--|---|---|
| ☐ Setuju
Agree | ☐ Tidak setuju
Disagree | ☐ Tidak tahu
I don't know |
|--|---|---|



4. Informasi apa yang paling bermanfaat dari Laporan Keberlanjutan ini?

What is the most useful information could be drawn from this Sustainability Report?

5. Informasi apa yang dinilai kurang bermanfaat dari Laporan Keberlanjutan ini?

What information are remarked as less-useful could be drawn from this Sustainability Report?

6. Harap berikan masukan dan saran bagaimana kami dapat membuat laporan ini lebih baik di masa mendatang

Please provide feedback and suggestions on how we can improve this report in the future.

Terima kasih atas kesediaan Anda mengisi lembar umpan balik ini. Lembar umpan balik ini silakan dikirimkan kembali kepada kami melalui:

Thank you for taking the time to complete this feedback form. Please return this feedback form to us through:

PT ASDP Indonesia Ferry (Persero)

Sekretaris Perusahaan | Corporate Secretary

PT ASDP Indonesia Ferry Building, Jalan Jend. Achmad Yani Kav. 52A,
Cempaka Putih Timur, Jakarta Pusat, 10510, Indonesia

Telepon: +62-21 4208911-13-15 Fax: +62-21 4210544 Email: corporate.secretary@asdp.id

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Laporan Keberlanjutan | 2025 | *Sustainability Report*

PT ASDP Indonesia Ferry (Persero)

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